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CEO

1991 Compensation, Benefits, And Conditions Of Employment For College And University Chief Executives

A Survey Sponsored By:

American Council on Education

Association of Governing Boards of Universities and Colleges
and
College and University Personnel Association

ORGANIZATIONS INVOLVED

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The American Council on Education (ACE) is the nation's principal, independent nonprofit coordinating body for postsecondary education. The Council has 1,600 members-national and regional education associations, colleges and universities. As the body organizing its member colleges and universities and all associations of higher education, it seeks to coordinate activities among its members to bring about consensus on major issues and to identify areas in which agreement cannot be reached. ACE provides a forum in which its constituencies can articulate postsecondary education's mission and a frame of reference to assist in formulating a national agenda, while striving to avoid competition and overlap with member associations' activities.

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The College and University Personnel Association is a nonprofit membership organization representing 6,000 human resource professionals at more than 1,600 colleges and universities nationwide. Through regular and special publications, studies, and salary surveys, CUPA disseminates information to its members on the latest legislative and regulatory developments affecting the human resource profession, as well as trends and innovative policies and practices in the field. Membership benefits include a semi-monthly newsletter, a quarterly journal, and annual conventions and regional meetings on timely topics of interest to the personnel profession. For a catalog of publications and services, contact CUPA at the address below.

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ACKNOWLEDGEMENTS

The College and University Personnel Association is pleased to present the *1991 Compensation Benefits, and Conditions of Employment for College and University Chief Executives.*

This is the fourth report on executive compensation to be published by CUPA since 1984, and it is by far the most comprehensive in scope-providing substantive data on salaries, benefits, perquisites, and employment policies and practices for college and university presidents.

The detail of the data presented in this 1991 survey and the extent of the participation make this an important and unique study for the higher education community. We are indebted to the nearly 900 college and university presidents who demonstrated their belief in the importance of this survey by commiting their institutions' resources to provide us with in-depth information. Without the input of hundreds of participants who painstakingly completed the survey questionnaire on behalf of their institutions a study of this magnitude could not have been possible.

We are also grateful for the continued support from Robert Atwell, President of the American Council on Education and Robert Gale, President of the Association of Governing Boards. It is through such collaborative efforts that we are able to provide this report on behalf of the higher education community.

And finally, I would like to thank the following individuals: Suzanne Forsyth and Richard T. Ingram, who on behalf of ACE and AGB respectively, provided their comments and suggestions in the development of the survey; Paul Gavejian at Wyatt Data Services who supervised the data collection and information processing; and Lourie W. Reichenberg and Susan Cipollini who coordinated the project on behalf of CUPA. We are indebted to each of them for the quality report which has resulted.

Richard C. Creal
Executive Director, CUPA

SURVEY METHODOLOGY

This year's study was conducted with the assistance of Wyatt Data Services, a subsidiary of The Wyatt Company. Standardized survey methodologies which have proven effective in surveys of a national scope were used.

- An introductory note was mailed to CEOs of approximately 3,600 institutions of higher education on January 16, 1991.

- Survey questionnaires were sent to the same institutions on February 1, 1991. Prospective participants were asked to provide information regarding financial and operating statistics; employment policies and practices; and compensation levels effective as of February 1, 1991. The survey questionnaire was revised from previous survey instruments to make it more readable and easier to complete. Prospective survey participants were asked to return their completed survey questionnaires by February 28, 1991.

- Subsequent to the mailing of the survey questionnaires, reminder cards were sent to the entire list of prospective survey participants. These reminders served the purpose of ensuring that questionnaires had been received and that participants were informed regarding individuals to contact with questions.

- Numerous phone calls from participants regarding data submission and extension of the survey deadline were received. To ensure a meaningful survey report, questionnaires were accepted through March 28, 1991. Survey questionnaires received after that date are not included in the data base. The final number of participating institutions is 874.

- During the course of the data collection period, all survey questionnaires were screened for consistency and thoroughness of responses. Ambigious responses were clarified by follow-up phone calls to approximately 30 percent of the survey participants.

- All survey data were keyed, verified and edited to ensure accuracy. The data base was then compiled and computerized diagnostic programs were used to identify statistical anomalies. Survey responses which were significantly above or below all other responses are considered statistical anomalies. These anomalies tend to skew the survey data and should not be included in the survey database without a thorough explanation. In all cases, these anomalies were explained by supplemental data that was collected in follow-up phone calls.

- Preliminary survey analysis concentrated on affirmation of the peer groupings used in previous surveys for comparison of financial and operating statistics. Using operating budget, enrollment, endowment, and full-time equivalent employment (FTE), the size groupings from the previous survey were confirmed.

- To protect the confidentiality of survey data, median salaries are not reported where there are fewer than 4 cases. Averages are not reported where fewer than 3 cases appear. In some cases, insufficient or statistically meaningless data were suppressed from the report.

- Comprehensive analyses were performed on compensation data, benefits information and employment policies and practices. In most cases, analyses were completed for specific peer groups based upon size; type of institution; institution structure; and/or geographic region of the country.

- Fringe benefits, perquisites and conditions of employment were also reviewed in this study. The incidence of specific plans, the benefit to the chief executive and the cost to the institution were supplied where appropriate.

- In a number of cases, the total percent of sample reported does not add up to 100.0%. This occurs where institutions report more than one response to a specific question. (For example, some organizations provide more than one form of housing assistance to their chief executive.) These responses are valid and are further explained after each table.

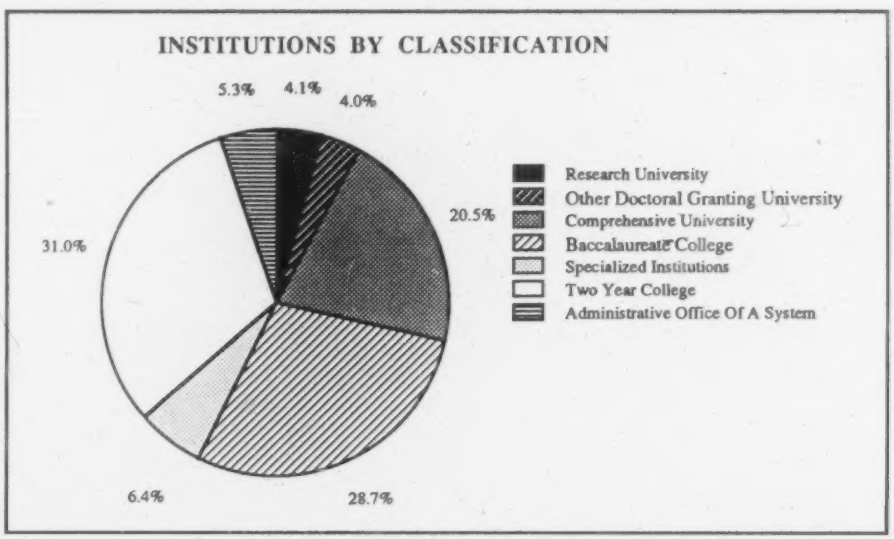
Using data supplied on tables in the chief executive compensation, benefits and conditions of employment sections of this report, college and university pay administrators can accurately identify competitive pay packages for institutions of similar size, type or structure.

EXECUTIVE SUMMARY

FINDINGS AND OBSERVATIONS

The *1991 Compensation, Benefits and Conditions of Employment for College and University Chief Executives* provides data on salaries and a broad range of benefits and perquisites commonly included in the total compensation packages available to higher education CEOs. This survey report is based on data received from 874 institutions representing all segments of higher education.

The following graph identifies respondents by institutional classification. More than 80 percent of the responding institutions are comprehensive universities, baccalaureate colleges, or two year colleges.



Public institutions represent 60 percent of the respondents when broken out by source of support. Single institutions represent approximately 67 percent when broken out by system structure. The average operating budget for all institutions participating in this survey is $72.4 million and the average endowment is $21.9 million.

Following is a summary of the highlights of the 1991 study and a look at the historical trends in executive compensation since 1984, when the College and University Personnel Association conducted the first study.

Profile of Chief Executives

Detailed information was given on the characteristics of chief executives reported in the survey. The typical chief executive is 54 years old and has held this position for an average of 7 years. Eight percent of the chief executives are members of a minority group and 11 percent are women.

Most chief executives (71.5 percent) were hired from outside the institution and approximately 63 percent held academic (34 percent) or administrative (28.5 percent) positions prior to appointment as chief executive.

Compensation

The study shows that average chief executive compensation varies according to a variety of factors including institutional classification, source of support (i.e., public or private), and size related factors such as operating budget, endowment, enrollment, and FTE employment. In general, private independent colleges and universities pay relatively higher salaries than public institutions or private, church-related institutions. The compensation level of the chief executive also increases as the size of the institution increases.

The table below shows average salaries for chief executives in each of the seven institutional classifications according to their source of support. All salaries are in $000s.

	Public	Private Independent	Private Church Related	Weighted Average For All Institutions
Research University	$132.8	$238.0	NA	$141.5
Other Doctoral Granting University	118.6	152.4	NA	128.9
Comprehensive University	106.6	137.4	100.7	111.7
Baccalaureate College	86.6	99.9	82.0	90.3
Specialized Institution	116.6	96.0	58.7	83.6
Two Year College	80.1	71.5	58.4	78.3
Administrative Office of a System	110.2	109.4	NA	109.9

A comparison of this survey's averages to 1988 averages indicates that chief executive compensation has increased at an annual rate of 6 percent.

Additional Income

In addition to their annual salaries, a number of chief executives receive income from a variety of sources.

- In 1991, 214 chief executives received additional cash compensation averaging $11,464 from bonuses and salary supplements. The 1988 survey reported 135 chief executives receiving additional income averaging $9,832.

- Income from outside sources, such as corporate directorships, honoraria, and consulting and lecture fees averaged $10,937 for the 197 chief executives reporting outside income.

Benefits

Group benefits, in the form of medical insurance, basic life, disability and other forms of insurance are granted by most of the institutions to their chief executives. The average cost of these benefits, expressed as a percent of base salary, is 14.4 percent.

Retirement benefits are also provided to chief executives by most of the institutions. The institutions contributed 12.1 percent of base salary, on average, towards the chief executive's retirement program and the executive contributed 6.2 percent, on average.

On average, chief executives can expect to receive approximately 50 percent of their annual salary from all pension sources.

Perquisites

Perquisites are offered to most of the chief executives reported in this survey. The most popular perquisites include an automobile, housing expenses, and tuition reimbursement.

- Approximately 60 percent of the colleges and universities surveyed in this study offer a university owned residence or other housing assistance such as a home purchase allowance, rent allowance, and mortgage interest subsidies. The average value of all types of housing provisions is $27,308 per year.

- The table below indicates the percentage of institutions that provide a university-owned residence for the chief executive according to institution classification:

UNIVERSITY OWNED HOUSING PRACTICES

	Research University	Other Doctoral Granting University	Comprehensive University	Baccalaureate College	Specialized Institution	Two Year College	Administrative Office
% of Institutions Providing Residence.....	86%	80%	61%	76%	32%	15%	24%

- Of the total survey sample, 705 institutions provide their chief executive with an automobile for business and/or personal use. The average annual value of the automobile allowance is $5,598.

- Most of the surveyed institutions (approximately 67 percent) have a tuition assistance policy for the chief executive.

Recruiting Policies and Practices

- Approximately 50 percent of the survey participants have recruited a new chief executive within the past five years. Nearly 82 percent of 420 institutions indicated that the executive search was conducted outside of the institution.

- The two most frequently used sources for identifying candidates were advertisements (86.5 percent) and nominations by friends of the institution (67.9 percent). In 60 percent of the cases, names of the finalists were made public.

- Approximately 68 percent of the institutions had an active search in progress for less than 9 months before the chief executive was appointed.

- The new chief executive required relocation in approximately 66 percent of the cases. Of those, the majority indicated that the moving expenses were paid in full.

- Additional assistance for the sale or purchase of a residence was granted in the form of a low cost loan to 21 of 37 chief executives. A total of 456 reported that no assistance was provided or it was not required.

Employment Policies and Practices

- Approximately 77 percent (or 625 of the institutions reporting) maintain a contractual agreement with the chief executive. Of these 57.6 percent have a formal written contract and 33.8 percent have a letter of agreement.

- Performance reviews for the chief executive are used by 622 colleges and universities, approximately 78 percent of the survey sample. Of these, 430 (69.1 percent) conduct the reviews annually.

- Seventy percent of the chief executives earn between 20-24 vacation days annually. In the majority of cases, this does not exceed the number of vacation days granted to administrative staff.

- Sabbatical leave is granted by approximately 44 percent of the institutions reporting. Sabbatical leave is fully paid by 251 institutions for an average of at least five months, but may also be partially paid for a specified number of months.

HISTORICAL TRENDS

This is the fourth survey of compensation, benefits and perquisites for higher education chief executives that the College and University Personnel Association has conducted. Over the years, significant trends have been reported in the findings and observations section of each of the four separate reports. This summary of historical trends consolidates those findings.

Compensation

- The following table shows the average chief executive compensation by institutional classification for each year the survey has been conducted.

	Overall Chief Executive Compensation			
	1984	1986	1988	1991
Research University	N.A.	$103.1	$115.6	$141.5
Other Doctoral Granting University	$95.9	$95.2	$98.4	$128.9
Comprehensive University	$75.3	$88.2	$98.8	$111.7
Baccalaureate College	$58.0	$67.4	$76.1	$90.3
Specialized Institution	N.A.	$81.7	$79.5	$83.6
Two Year College	$50.1	$63.8	$70.3	$78.3

N.A. - Data were not reported for these institution classifications in the 1984 survey.

- Chief Executives are allowed to earn additional income from outside activities, such as: corporate directorships; lectures/honoraria; and outside consulting. However, the incidence of these reported additional sources of income has decreased over the past eight years as shown below:

	1984	1986	1988	1991
% of Institutions Reporting Additional Income from Outside Sources	43%	29%	25%	23%

Benefits

Over the years, the survey results indicate that the various benefits and perquisites are important elements of the chief executive's total compensation package.

- Most institutions provide group benefits (i.e., medical, dental, life, and disability insurance) for chief executives. The cost of group benefits as a percent of the chief executive's salary has increased from 12 percent in 1988 to 14 percent in 1991. The table below shows the percent of institutions providing medical insurance.

	1984	1986	1988	1991
Medical Insurance for CEO	N.A.	98.0%	98.9%	99.3%
Medical Insurance for CEO's Family	N.A.	93.0%	83.3%	71.8%

- Retirement benefits for chief executives have not changed significantly over the past eight years. Institutions typically contribute an amount equivalent to 5 to 15 percent of the chief executive's annual salary to that individual's retirement plan. The average contribution in each of the four surveys is shown below:

	1984	1986	1988	1991
Average % of Base Salary Contributed to Retirement Program for Chief Executives	9.3%	10.0%	9.2%	12.1%

- The percent of respondents granting sabbatical leave to chief executives has increased significantly in the past eight years. Institutions require an average 7 years of service prior to eligibility for sabbatical.

	1984	1986	1988	1991
% of Survey Institutions Granting Sabbatical	27%	28%	42%	44%

Perquisites

An institution owned facility is provided as a primary residence for approximately half of the surveyed chief executives. Another 12 percent offer housing assistance of some type. The annual dollar value of all housing provisions has increased from an average $20,819 in 1988 to $27,308 in 1991.

The table below indicates that the practice of providing a residence is more prevalent among research universities, baccalaureate colleges, and comprehensive universities.

	% of Institutions Providing a Residence			
	1984	1986	1988	1991
Research University	N.A.	N.A.	78%	86%
Other Doctoral Granting University	32%	N.A.	62%	80%
Comprehensive University	76%	N.A.	62%	61%
Baccalaureate College	73%	80%	67%	76%
Specialized Institution	N.A.	N.A.	41%	32%
Two Year College	20%	24%	17%	15%

N.A. Data on other classifications were not available for all survey years.

- The use of institution owned vehicles or provision of a car as a perquisite for personal use has grown for college and university chief executives. The table below shows the prevalence of these practices in the four surveys:

	% of Institutions Providing a Car			
	1984	1986	1988	1991
Car Provided	58%	65%	60%	67%
Pool Car Assigned	18%	20%	15%	19%

Profile of Chief Executives

- The percent of minorities and women in the chief executive position is shown below:

	% of Institutions Reporting			
	1984	1986	1988	1991
Minority Chief Executives	6%	8%	6%	8%
Women Chief Executives	8%	9%	10%	11%

Recruiting Policies and Practices

- The results of the past four surveys indicate that the majority of all newly hired chief executives are recruited from outside of the institution as shown below:

	% of Institutions Reporting			
	1984	1986	1988	1991
Inside Institution	31%	33%	29%	29%
Outside Institution	69%	67%	71%	72%

Employment Policies and Practices

- Approximately three-fourths of all chief executives have a contractual arrangement with their institution. The incidence of institutions that use formal contracts has increased over the past eight years as shown below:

	% of Institutions Reporting			
	1984	1986	1988	1991
Contract Exists	75%	75%	76%	77%
Formal Contract	49%	51%	54%	58%
Letter of Agreement	27%	25%	36%	34%
Board Resolution	19%	18%	7%	N.A.
Oral Agreement	5%	4%	4%	5%

- Performance reviews are typically conducted annually for a growing number of chief executives. The table below shows the increase in the percent of institutions using performance reviews:

	% of Institutions Reporting			
	1984	1986	1988	1991
Use of Performance Reviews	55%	63%	70%	78%

- Involuntary separation policies appear to be increasing as a formal policy among surveyed institutions with 6-12 months as the average length of severance pay. As shown below, more institutions are reporting such plans.

	% of Institutions Reporting			
	1984	1986	1988	1991
Involuntary Separation Policy	16%	18%	24%	26%

CHIEF EXECUTIVE COMPENSATION

This section of the report presents compensation information on college and university chief executives. The tables on the following pages present separate statistical analyses of chief executive compensation based upon various scope factors, including:

- Classification, Type and Structure;
- Financial and Operating Statistics;
- Classification and Financial/Operating Statistics; and
- Classification and Type.

Peer groupings have been established for financial and operating statistics to provide relevant comparison groups for institutions of a specific classification; type; structure; and/or size. Annual base salary statistics are reported in $000 for each of the peer groupings. This allows institutions to identify the general pay practices for comparably sized colleges and universities of similar structure.

Using these data, it can be inferred that there is a relationship between the size and structure of an institution and the compensation level of college and university chief executives.

This section of the report also provides information on additional policies and practices which affect the compensation of chief executives. Specifically, the following areas are addressed:

- Salary Increase Information (e.g., the timing of the most recent increase);
- Sources of Supplemental Annual Salary;
- Additional Chief Executive Income; and
- Salary Deferral Information.

CHIEF EXECUTIVE COMPENSATION BY CLASSIFICATION, SOURCE OF SUPPORT AND STRUCTURE

TABLE 1

ANNUAL SALARY BY INSTITUTION CLASSIFICATION
(Salary Amounts In $000)

Institution Classification	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Research University	36	$141.5	$118.0	$132.8	$154.0
Other Doctoral Granting University	34	$128.9	$101.6	$129.3	$143.2
Comprehensive University	179	$111.7	$94.0	$105.0	$121.0
Baccalaureate College	250	$90.3	$70.0	$89.2	$106.7
Specialized Institution	56	$83.6	$59.8	$79.4	$99.8
Two Year College	270	$78.3	$69.9	$76.6	$86.0
Administrative Office of a System	46	$109.9	$88.3	$102.0	$126.8

TABLE 2

ANNUAL SALARY BY SOURCE OF SUPPORT
(Salary Amounts In $000)

Source of Support	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Public	522	$94.7	$76.6	$91.3	$108.3
Private, Independent	199	$106.6	$77.5	$98.0	$130.0
Private, Church Related	150	$81.7	$60.0	$76.4	$102.6

TABLE 3

ANNUAL SALARY BY SYSTEM STRUCTURE
(Salary Amounts In $000)

System Structure	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Single Institution	579	$94.3	$73.7	$90.0	$109.3
Administrative Office Of A System	46	$109.9	$88.3	$102.0	$126.8
Main Campus Heading A System	36	$109.9	$86.1	$100.6	$137.5
A Campus Within A System	210	$91.8	$74.2	$89.8	$109.0

CHIEF EXECUTIVE COMPENSATION BY FINANCIAL AND OPERATING STATISTICS

TABLE 4

ANNUAL SALARY BY OPERATING BUDGET
(Salary Amounts In $000)

Operating Budget	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under $5 Million	110	$62.8	$52.6	$62.5	$73.0
$5 - $9.9 Million	160	$76.9	$67.0	$75.5	$83.8
$10 - $14.9 Million	99	$84.2	$74.2	$84.2	$95.1
$15 - $19.9 Million	74	$95.6	$81.8	$91.9	$108.3
$20 - $29.9 Million	95	$102.6	$88.0	$98.5	$115.0
$30 - $39.9 Million	68	$104.9	$91.0	$99.2	$116.7
$40 - $49.9 Million	42	$107.1	$95.0	$100.7	$117.1
$50 - $99.9 Million	74	$115.1	$99.5	$109.6	$125.1
$100 Million And Over	112	$139.2	$118.3	$128.8	$150.8

TABLE 5

ANNUAL SALARY BY ENDOWMENT
(Salary Amounts In $000)

Endowment	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under $1 Million	157	$79.7	$69.0	$79.6	$90.0
$1 - $4.9 Million	168	$85.5	$65.6	$87.5	$99.8
$5 - $9.9 Million	99	$96.8	$75.0	$93.6	$113.4
$10 - $14.9 Million	33	$105.8	$90.7	$102.0	$110.5
$15 - $19.9 Million	29	$108.5	$88.4	$103.8	$120.0
$20 - $24.9 Million	24	$111.7	$88.2	$114.5	$130.6
$25 Million And Over	117	$131.3	$106.9	$130.0	$149.5
None (No Endowment)	244	$89.3	$73.3	$82.5	$99.7

TABLE 6

ANNUAL SALARY BY ENROLLMENT
(Salary Amounts In $000)

Enrollment	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under 500	88	$66.1	$50.1	$60.5	$76.5
500 - 999	115	$79.7	$65.0	$75.4	$91.0
1,000 - 1,999	225	$88.5	$73.0	$80.0	$104.7
2,000 - 2,999	86	$95.9	$77.4	$90.0	$108.2
3,000 - 3,999	55	$96.3	$79.0	$88.0	$110.0
4,000 - 4,999	44	$97.8	$84.1	$96.1	$107.5
5,000 - 7,499	77	$107.5	$90.0	$97.7	$108.3
7,500 - 9,999	49	$109.2	$92.9	$100.5	$119.4
10,000 - 14,999	40	$122.7	$102.1	$115.8	$126.1
15,000 And Over	89	$127.9	$109.5	$125.0	$143.5

TABLE 7

ANNUAL SALARY BY FULL TIME EQUIVALENT EMPLOYMENT
(Salary Amounts In $000)

FTE Employment	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under 500	532	$83.5	$67.3	$80.0	$96.0
500 - 999	116	$106.6	$92.6	$99.8	$116.8
1,000 - 1,999	80	$115.0	$98.3	$106.5	$124.5
2,000 - 2,999	33	$137.2	$115.8	$124.0	$140.7
3,000 - 3,999	15	$124.7	$119.2	$123.4	$135.0
4,000 - 4,999	8	$123.2	$107.0	$121.5	$137.1
5,000 And Over	32	$143.2	$126.2	$148.3	$154.8

TABLE 8

ANNUAL SALARY BY GEOGRAPHIC LOCATION
(Salary Amounts In $000)

Geographic Location	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Northeast	216	$101.5	$80.0	$95.0	$116.6
Southeast	210	$91.7	$73.0	$84.0	$105.0
North Central	237	$89.5	$70.0	$86.0	$104.9
South Central	105	$97.0	$73.2	$91.5	$111.9
West Coast	89	$105.3	$83.4	$105.1	$122.9
United States	871	$95.2	$75.0	$90.3	$111.1

CHIEF EXECUTIVE COMPENSATION BY CLASSIFICATION AND FINANCIAL/OPERATING STATISTICS

TABLE 9

ANNUAL SALARY FOR RESEARCH UNIVERSITY
(Salary Amounts In $000)

Operating Budget	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under $20 Million	1		*INSUFFICIENT DATA*		
$20 - $99.9 Million	5	$116.5	$105.7	$118.1	$126.4
$100 Million And Over	30	$147.6	$125.2	$141.2	$157.3

Enrollment	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under 2000	1		*INSUFFICIENT DATA*		
2,000 - 4,999	2		*INSUFFICIENT DATA*		
5,000 - 14,999	12	$147.4	$113.3	$126.4	$182.0
15,000 And Over	21	$142.8	$129.6	$143.6	$155.0

TABLE 10

ANNUAL SALARY FOR OTHER DOCTORAL GRANTING UNIVERSITY
(Salary Amounts In $000)

Operating Budget	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under $20 Million	3	$119.8	-	-	-
$20 - $99.9 Million	14	$110.8	$96.5	$109.5	$126.5
$100 Million And Over	17	$145.4	$127.8	$132.0	$160.7

Enrollment	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under 2000	3	$119.8	-	-	-
2,000 - 4,999	3	$104.9	-	-	-
5,000 And Over	28	$132.5	$104.1	$129.4	$146.7

TABLE 11

ANNUAL SALARY FOR COMPREHENSIVE UNIVERSITY
(Salary Amounts In $000)

Operating Budget	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under $5 Million	3	$77.6	-	-	-
$5 - $9.9 Million	5	$80.8	$60.8	$77.3	$102.6
$10 - $14.9 Million	5	$86.1	$75.2	$80.0	$100.0
$15 - $19.9 Million	9	$99.3	$78.0	$107.6	$116.6
$20 - $29.9 Million	23	$102.7	$92.8	$97.3	$111.2
$30 - $39.9 Million	33	$104.2	$92.8	$100.0	$108.1
$40 - $49.9 Million	21	$105.6	$94.5	$99.2	$116.6
$50 - $99.9 Million	45	$114.3	$96.1	$106.5	$117.5
$100 Million And Over	35	$139.3	$122.0	$124.0	$147.7

Enrollment	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under 500	2		*INSUFFICIENT DATA*		
500 - 999	3	$80.6	-	-	-
1,000 - 1,999	18	$104.5	$88.5	$101.2	$115.1
2,000 - 2,999	14	$108.7	$85.7	$101.5	$125.8
3,000 - 3,999	15	$114.8	$89.3	$113.1	$135.0
4,000 - 4,999	19	$105.1	$94.1	$99.2	$116.1
5,000 - 7,499	43	$110.9	$92.4	$99.2	$112.7
7,500 - 9,999	27	$107.3	$93.0	$100.8	$116.6
10,000 - 14,999	16	$121.9	$109.7	$117.5	$123.7
15,000 And Over	22	$128.6	$115.3	$124.0	$144.5

TABLE 12

ANNUAL SALARY FOR BACCALAUREATE COLLEGE
(Salary Amounts In $000)

Operating Budget	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under $5 Million	30	$61.2	$50.8	$62.1	$70.0
$5 - $9.9 Million	61	$76.7	$65.8	$75.6	$86.4
$10 - $14.9 Million	46	$83.5	$65.2	$85.6	$98.0
$15 - $19.9 Million	43	$97.6	$85.0	$95.0	$109.1
$20 - $29.9 Million	42	$110.4	$94.9	$110.0	$120.0
$30 - $39.9 Million	14	$114.2	$94.0	$118.8	$131.0
$40 - $49.9 Million	7	$122.1	$97.7	$128.0	$140.0
$50 Million And Over	6	$142.3	$127.5	$136.9	$157.5

Enrollment	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under 500	26	$62.0	$50.0	$61.6	$71.3
500 - 999	68	$80.8	$65.0	$77.0	$93.0
1,000 - 1,999	98	$98.4	$80.0	$98.7	$115.5
2,000 - 2,999	32	$103.4	$83.5	$94.8	$125.1
3,000 - 3,999	16	$95.3	$83.5	$92.0	$106.6
4,000 - 4,999	1		*INSUFFICIENT DATA*		
5,000 - 7,499	6	$97.7	$91.7	$97.6	$103.2
7,500 And Over	2		*INSUFFICIENT DATA*		

TABLE 13

ANNUAL SALARY FOR SPECIALIZED INSTITUTION
(Salary Amounts In $000)

Operating Budget	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under $5 Million	30	$63.6	$49.6	$59.9	$75.1
$5 - $9.9 Million	13	$87.4	$78.6	$80.0	$100.3
$10 - $14.9 Million	5	$104.4	$93.5	$100.0	$117.5
$15 - $19.9 Million	1		*INSUFFICIENT DATA*		
$20 - $99.9 Million	6	$132.8	$99.8	$128.0	$166.2
$100 Million And Over	1		*INSUFFICIENT DATA*		

Enrollment	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under 500	34	$70.8	$50.4	$61.6	$81.4
500 - 999	10	$89.2	$78.1	$91.9	$98.1
1,000 - 1,999	8	$110.3	$84.8	$102.5	$126.5
2,000 And Over	3	$135.5	-	-	-

TABLE 14

ANNUAL SALARY FOR TWO YEAR COLLEGE
(Salary Amounts In $000)

Operating Budget	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under $5 Million	46	$62.2	$54.3	$63.9	$72.7
$5 - $9.9 Million	78	$74.2	$65.9	$74.3	$80.6
$10 - $14.9 Million	39	$81.1	$74.3	$82.2	$90.0
$15 - $19.9 Million	20	$87.6	$77.1	$84.3	$95.4
$20 - $29.9 Million	25	$89.2	$77.4	$90.6	$96.5
$30 - $39.9 Million	13	$96.6	$86.5	$92.9	$103.0
$40 - $49.9 Million	8	$100.9	$95.3	$100.8	$107.3
$50 - Million And Over	6	$108.6	$103.8	$108.1	$115.0

Enrollment	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under 500	24	$57.6	$42.3	$55.0	$71.1
500 - 999	33	$72.9	$62.3	$70.0	$78.1
1,000 - 1,999	99	$74.2	$70.0	$75.0	$76.6
2,000 - 2,999	35	$80.0	$72.9	$78.8	$90.0
3,000 - 3,999	18	$81.6	$71.9	$79.5	$85.7
4,000 - 4,999	20	$88.6	$80.2	$84.1	$95.0
5,000 - 7,499	20	$89.5	$84.3	$90.0	$95.5
7,500 - 9,999	10	$102.3	$91.1	$97.0	$117.2
10,000 - 14,999	6	$100.8	$91.8	$101.1	$110.1
15,000 And Over	5	$108.3	$100.6	$110.0	$115.2

TABLE 15

ANNUAL SALARY FOR ADMINISTRATIVE OFFICE OF A SYSTEM
(Salary Amounts In $000)

Operating Budget	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under $50 Million	12	$81.5	$71.0	$80.2	$93.0
$50.0 - $99.9 Million	7	$97.0	$95.0	$99.0	$104.2
$100.0 - $499.9 Million	14	$129.7	$102.5	$119.8	$142.5
$500.0 Million And Over	12	$123.9	$101.5	$121.1	$147.4

Enrollment	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under 10,000	12	$89.2	$74.3	$83.7	$99.0
10,000 - 49,999	19	$109.9	$97.0	$105.1	$129.1
50,000 - 99,999	9	$109.3	$97.0	$103.6	$122.6
100,000 And Over	5	$163.2	$129.3	$149.0	$204.3

CHIEF EXECUTIVE COMPENSATION BY CLASSIFICATION AND SOURCE OF SUPPORT

TABLE 16

RESEARCH UNIVERSITY

PUBLIC

Operating Budget	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under 20.0 Million	1		*INSUFFICIENT DATA*		
$20 - $99.9 Million	5	$116.5	$105.7	$118.1	$126.4
$100.0 Million And Over	27	$137.5	$120.0	$138.4	$151.0
TOTAL	**33**	**$132.8**	**$117.7**	**$132.3**	**$150.0**

PRIVATE, INDEPENDENT

Operating Budget	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under 20.0 Million	0		*NONE REPORTED*		
$20 - $99.9 Million	0		*NONE REPORTED*		
$100.0 Million And Over	3	$238.0	-	-	-
TOTAL	**3**	**$238.0**	-	-	-

PRIVATE, CHURCH RELATED

Operating Budget	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
TOTAL	**0**		*NONE REPORTED*		

TABLE 17

OTHER DOCTORAL GRANTING UNIVERSITY

PUBLIC

Operating Budget	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under 20.0 Million	0		*NONE REPORTED*		
$20 - $99.9 Million	13	$107.8	$95.3	$109.0	$120.0
$100.0 Million And Over	13	$129.4	$126.0	$130.6	$138.7
TOTAL	**26**	**$118.6**	**$100.0**	**$125.0**	**$132.0**

PRIVATE, INDEPENDENT

Operating Budget	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under 20.0 Million	3	$119.8	-	-	-
$20 - $99.9 Million	1		*INSUFFICIENT DATA*		
$100.0 Million And Over	2		*INSUFFICIENT DATA*		
TOTAL	**6**	**$152.4**	**$116.8**	**$151.3**	**$201.3**

PRIVATE, CHURCH RELATED

Operating Budget	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under 20.0 Million	0		*NONE REPORTED*		
$20 - $99.9 Million	0		*NONE REPORTED*		
$100.0 Million And Over	2		*INSUFFICIENT DATA*		
TOTAL	**2**		*INSUFFICIENT DATA*		

TABLE 18

COMPREHENSIVE UNIVERSITY

PUBLIC

Operating Budget	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under 20.0 Million	7	$93.9	$78.0	$91.9	$113.1
$20 - $99.9 Million	87	$100.3	$92.8	$99.2	$108.3
$100.0 Million And Over	30	$127.6	$120.0	$124.0	$135.0
TOTAL	**124**	**$106.6**	**$93.5**	**$102.2**	**$117.0**

PRIVATE, INDEPENDENT

Operating Budget	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under 20.0 Million	7	$86.6	$69.6	$79.7	$107.6
$20 - $99.9 Million	23	$136.8	$107.4	$140.0	$150.0
$100.0 Million And Over	4	$229.8	$189.8	$203.0	$296.5
TOTAL	**34**	**$137.4**	**$98.6**	**$126.3**	**$155.0**

PRIVATE, CHURCH RELATED

Operating Budget	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under 20.0 Million	8	$87.1	$72.1	$79.0	$108.2
$20 - $99.9 Million	12	$107.2	$91.0	$105.8	$125.3
$100.0 Million And Over	1		*INSUFFICIENT DATA*		
TOTAL	**21**	**$100.7**	**$79.0**	**$105.0**	**$122.5**

TABLE 19

BACCALAUREATE COLLEGE

PUBLIC

Operating Budget	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under 20.0 Million	28	$82.5	$72.9	$82.5	$93.4
$20 - $99.9 Million	17	$91.6	$84.9	$93.5	$99.1
$100.0 Million And Over	1		*INSUFFICIENT DATA*		
TOTAL	**46**	**$86.6**	**$77.2**	**$87.4**	**$96.5**

PRIVATE, INDEPENDENT

Operating Budget	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under 20.0 Million	68	$86.4	$66.7	$85.7	$99.5
$20 - $99.9 Million	36	$125.3	$115.0	$121.5	$140.0
$100.0 Million And Over	0		*NONE REPORTED*		
TOTAL	**104**	**$99.9**	**$78.5**	**$95.7**	**$120.0**

PRIVATE, CHURCH RELATED

Operating Budget	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under 20.0 Million	84	$75.8	$61.1	$75.0	$90.0
$20 - $99.9 Million	15	$117.0	$106.5	$114.0	$129.0
$100.0 Million And Over	0		*NONE REPORTED*		
TOTAL	**99**	**$82.0**	**$62.9**	**$78.5**	**$102.0**

TABLE 20

SPECIALIZED INSTITUTION

PUBLIC

Operating Budget	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under 20.0 Million	2		*INSUFFICIENT DATA*		
$20 - $99.9 Million	3	$118.4	-	-	-
$100.0 Million And Over	1		*INSUFFICIENT DATA*		
TOTAL	**6**	**$116.6**	**$88.5**	**$107.6**	**$148.5**

PRIVATE, INDEPENDENT

Operating Budget	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under 20.0 Million	25	$89.9	$75.9	$90.2	$104.8
$20 - $99.9 Million	3	$147.2	-	-	-
$100.0 Million And Over	0		*NONE REPORTED*		
TOTAL	**28**	**$96.0**	**$77.9**	**$91.9**	**$108.8**

PRIVATE, CHURCH RELATED

Operating Budget	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under 20.0 Million	22	$58.7	$47.6	$58.4	$64.6
20 - $99.9 Million	0		*NONE REPORTED*		
$100.0 Million And Over	0		*NONE REPORTED*		
TOTAL	**22**	**$58.7**	**$47.6**	**$58.4**	**$64.6**

TABLE 21

TWO YEAR COLLEGE

PUBLIC

Operating Budget	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under $5.0 Million	35	$66.3	$61.0	$66.8	$73.7
$5 - $9.9 Million	66	$73.0	$65.9	$73.7	$80.1
$10 - $19.9 Million	55	$83.1	$75.8	$82.7	$90.0
$20 - $99.9 Million	50	$94.6	$83.8	$93.2	$105.3
$100.0 Million And Over	2		*INSUFFICIENT DATA*		
TOTAL	**208**	**$80.1**	**$69.5**	**$78.2**	**$90.0**

PRIVATE, INDEPENDENT

Operating Budget	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under $5.0 Million	8	$50.1	$37.0	$52.7	$56.8
$5 - $9.9 Million	9	$84.4	$61.6	$75.0	$107.5
$10 - $19.9 Million	4	$85.1	$64.0	$83.0	$108.4
$20 - $99.9 Million	0		*NONE REPORTED*		
$100.0 Million And Over	0		*NONE REPORTED*		
TOTAL	**21**	**$71.5**	**$52.7**	**$68.2**	**$87.5**

PRIVATE, CHURCH RELATED

Operating Budget	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under $5.0 Million	3	$46.5	-	-	-
$5 - $9.9 Million	3	$70.3	-	-	-
$10 - $19.9 Million	0		*NONE REPORTED*		
$100.0 Million And Over	0		*NONE REPORTED*		
TOTAL	**6**	**$58.4**	**$36.9**	**$63.5**	**$75.0**

TABLE 22

ADMINISTRATIVE OFFICE OF A SYSTEM

PUBLIC

Operating Budget	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under 50.0 Million	11	$79.8	$70.0	$78.0	$87.0
$50.0 Million And Over	31	$121.1	$99.0	$115.5	$136.7
TOTAL	**42**	**$110.2**	**$88.3**	**$103.9**	**$126.8**

PRIVATE, INDEPENDENT

Operating Budget	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
Under 50.0 Million	1		*INSUFFICIENT DATA*		
$50.0 Million And Over	2		*INSUFFICIENT DATA*		
TOTAL	**3**	**$109.4**	-	-	-

PRIVATE, CHURCH RELATED

Operating Budget	Number Of Institutions	Average Salary	25th Percentile	Median	75th Percentile
TOTAL	**0**		*NONE REPORTED*		

SALARY INCREASE INFORMATION

Survey participants provided information on the most recent salary increases for chief executives. 689 institutions indicate that they have increased the chief executive's salary in the last 12 month period. The average number of months since the last increase is less than 7 months and the average increase in annual salary reported by those institutions is 6.9 percent.

TABLE 23

SALARY INCREASE INFORMATION - INCREASED WITHIN THE LAST 12 MONTHS

Institution Classification	Number Of Institutions	Average Number Of Months Since Last Increase	Average Rate Of Last Increase	Median Rate Of Last Increase
Research University	27	6.7	5.2%	4.8%
Other Doctoral Granting University	31	7.2	8.4%	7.5%
Comprehensive University	144	6.5	6.9%	5.8%
Baccalaureate College	207	7.1	7.5%	6.1%
Specialized Institution	48	7.0	5.8%	5.0%
Two Year College	197	6.9	6.5%	6.0%
Administrative Office of a System	35	7.0	6.3%	6.0%
TOTAL	**689**	**6.9**	**6.9%**	**6.0%**

Only 70 institutions indicate that they increased the chief executive's salary more than 12 months ago. Among this group of 70 institutions, the average number of months since the last increase is over 22. The average increase in annual salary reported by those 70 institutions is 8.5 percent.

TABLE 24

SALARY INCREASE INFORMATION - INCREASED MORE THAN 12 MONTHS AGO

Institution Classification	Number Of Institutions	Average Number Of Months Since Last Increase	Average Rate Of Last Increase	Median Rate Of Last Increase
Research University	3	40.0	19.1%	19.1%
Other Doctoral Granting University	2	27.0	6.5%	6.5%
Comprehensive University	10	21.4	8.9%	6.0%
Baccalaureate College	26	20.4	9.5%	7.5%
Specialized Institution	5	21.4	4.0%	5.0%
Two Year College	18	23.0	5.4%	5.0%
Administrative Office of a System	6	21.7	11.5%	12.4%
TOTAL	**70**	**22.4**	**8.5%**	**6.1%**

OUTSIDE SOURCES OF ANNUAL SALARY

25 chief executives (3 percent of the 874 institutions in the survey) receive a portion of their annual salary from a source other than the institution. In 17 of these cases, a portion of their salary is provided by a college or university foundation. Data provided by the 25 institutions indicate that this part of the chief executive's annual salary amounts to $39,625 (on average) as shown on the following table:

TABLE 25

SALARY FROM OTHER SOURCES

Source Of Compensation	Number Of CEOs Receiving	Annual $ Amount Average
University or College Foundation..	17	$35,704
Other Sources.....	12	$31,973
TOTAL.....	**25**	**$39,625**

ADDITIONAL CHIEF EXECUTIVE INCOME

214 chief executives (24.5 percent of the 874 survey participants) also receive income in addition to their annual salaries from a variety of sources including their own institution. The table below shows the average amount provided by 194 of the 214 respondents for each form of additional cash compensation. The average cash received by chief executives in addition to annual salary is $11,464 as shown below:

TABLE 26

ADDITIONAL CASH COMPENSATION

Type Of Compensation	Number Of CEOs Receiving*	Percent Of CEOs Reported	Annual $ Amount Average
Annual Bonus.....	34	15.9%	$10,780
Salary Supplement.....	53	24.8%	$9,254
Other Sources.....	128	59.8%	$10,680
All Three C tegories Combined	194	90.7%	$11,464

*Some chief executives receive two types of additional cash compensation.

197 chief executives may also earn income from outside sources. Of these, 153 colleges and universities specified the source and amount of income earned by their chief executive as shown on the following table:

TABLE 27

INCOME FROM OUTSIDE SOURCES

Type Of Compensation	Number Of CEOs Receiving *	Percent Of CEOs Earning	Annual $ Amount Average
Paid Corporate Directorships	96	62.7%	$10,642
Honorariums/Lecture Fees	58	19.2%	$2,387
Consulting Fees	44	28.8%	$8,264
Other Sources	20	13.1%	$7,484
All Sources Combined	153	100.0%	$10,937

*Some CEOs receive compensation from two or more additional sources.

As shown above, the average additional income derived from outside sources is $10,937 per year. Some institutions put guarantees or limits on the amount of income a chief executive can earn from outside sources. Table 28 shows the number of institutions affected:

TABLE 28

GUARANTEES & LIMITS TO INCOME FROM OTHER SOURCES

Income From Other Sources	Number of Institutions	Annual $ Amount Average
Guaranteed	3	Not Specified
Limited	16	Not Specified

SALARY DEFERRAL

286 colleges and universities (32.7 percent of the 874 institutions in this survey) indicate they allow the chief executive to defer a portion of annual salary into later taxable years. The table below summarizes the interest crediting mechanism used to determine the value of these deferrals in future years:

TABLE 29

INTEREST CREDITING ON DEFERRED INCOME

Interest Crediting Mechanism	Number Of CEOs Receiving	Percent Of CEOs Deferring
Prime Rate	8	2.8%
T-Bill Rate	7	2.5%
Investment Portfolio	170	59.4%
No Interest	40	14.0%
Not Specified	61	21.3%
TOTAL	**286**	**100.0%**

GROUP AND RETIREMENT BENEFITS FOR CHIEF EXECUTIVES

GROUP BENEFITS

Group benefits are defined as health and welfare plans which are related to death, disability, medical and retirement plans. Survey participants were asked to provide general information on the availability of these plans as they are extended to college and university chief executives and their immediate families. The following tables summarize the availability of specific types of plans as well as the percent of premium paid by the institution to provide the benefit to their chief executive and family:

TABLE 30

GROUP BENEFITS OFFERED TO CHIEF EXECUTIVES

Medical Benefits	Total # Of Responses	% Not Providing	% Providing CEO Only	% Providing CEO and Family
Medical/Hospital Insurance	750	0.7%	27.5%	71.8%
Dental Care Insurance	734	34.5%	16.6%	48.9%
Vision Care Insurance	699	68.8%	6.2%	25.0%
Prescription Drug Insurance	690	31.5%	16.7%	51.8%
Other Insurance Plans				
Basic Life Insurance	725	7.6%	78.3%	14.1%
Basic Short-Term Disability	676	48.8%	46.2%	5.0%
Long-Term Disability	701	18.3%	75.5%	6.2%
Accidental Death And Dismemberment	665	29.8%	60.9%	9.3%
Business Travel Insurance	648	61.7%	35.7%	2.6%
Personal Liability Insurance	654	59.8%	38.1%	2.1%
Senior Income Insurance	636	87.6%	10.5%	1.9%

TABLE 31

PERCENT OF PREMIUMS PAID BY INSTITUTIONS

Medical Benefits	# Of Responses	Percent of Institutions Providing: Under 25%	26%-50%	51%-75%	76%-100%
Medical/Hospital Insurance					
CEO Only	206	2.8%	3.5%	5.6%	88.2%
CEO and Family	539	2.0%	12.0%	21.1%	64.9%
Dental Care Insurance					
CEO Only	122	12.8%	3.2%	6.4%	77.7%
CEO and Family	359	11.8%	10.8%	17.3%	60.1%
Vision Care Insurance					
CEO Only	43	3.1%	-	6.3%	90.6%
CEO and Family	175	5.4%	8.8%	11.5%	74.3%
Prescription Drug Insurance					
CEO Only	115	1.1%	2.3%	6.9%	89.7%
CEO and Family	358	4.3%	10.0%	22.0%	63.7%
Other Insurance Plans					
Basic Life Insurance					
CEO Only	568	5.5%	3.1%	4.1%	87.4%
CEO and Family	102	15.6%	9.1%	9.1%	66.2%
Basic Short-Term Disability					
CEO Only	312	6.9%	1.9%	5.6%	85.6%
CEO and Family	34	26.3%	5.3%	5.3%	63.2%
Long-Term Disability					
CEO Only	529	13.2%	2.3%	6.5%	78.0%
CEO and Family	44	18.5%	3.7%	7.4%	70.4%
Accidental Death And Dismemberment					
CEO Only	405	7.1%	2.4%	3.7%	86.7%
CEO and Family	62	51.2%	4.9%	4.9%	39.0%
Business Travel Insurance					
CEO Only	231	0.6%	-	-	99.4%
CEO and Family	17	10.0%	-	-	90.0%
Personal Liability Insurance					
CEO Only	249	2.3%	-	1.2%	96.5%
CEO and Family	14	14.3%	-	-	87.7%
Senior Income Insurance					
CEO Only	67	13.9%	2.8%	11.1%	72.2%
CEO and Family	12	-	-	33.3%	66.7%

On average, the overall cost of the group benefits listed on this table is approximately 14.4 percent of the chief executive's base salary. This is based upon the responses of 670 institutions as shown on Table 32. Table 33 provides a breakdown of survey responses by cost of benefits expressed as a % of base salary.

TABLE 32

AVERAGE COST OF BENEFITS (AS A % OF SALARY)

	Cost Of Benefits *(As A Percent Of Salary)*
1st Quartile	4.4%
Median	12.0%
3rd Quartile	23.4%
Average	14.4%
Number Of Responses	670

TABLE 33

COST OF BENEFITS (AS A % OF SALARY)

Percent Of Salary	Number Of Responses	Percent Of Institutions Reporting	Cumulative Percent Of Institutions Reporting
Under 5.0%	178	26.6%	26.6%
5.0 - 9.99%	112	16.7%	43.3%
10.0 - 14.99%	74	11.0%	54.3%
15.0 - 19.99%	54	8.1%	62.4%
20.0 - 29.99%	187	27.9%	90.3%
30.0% And Over	65	9.7%	100.0%
TOTAL	**670**	**100.0%**	

Typical group benefits in private industry are approximately 20 to 30 percent of base salary. 27.9 percent of the survey participants that provided cost data grant group benefits that fall in the 20 to 30 percent cost category.

TOTAL RETIREMENT BENEFITS

Group benefits programs offered after retirement from the institution include medical insurance; dental and vision care; prescription drug; and basic life insurance. Medical/Hospital Insurance coverage is not reduced after retirement from the chief executive position in approximately 60 percent of the responding institutions.

TABLE 34

POST RETIREMENT INSURANCE PROGRAMS

Programs	Total Responses	% Providing	If Provided, is Coverage Reduced? Yes	No
Medical/Hospital Insurance	741	52.2%	41.5%	58.5%
Dental Care Insurance	705	24.1%	48.8%	51.2%
Vision Care Insurance	694	11.0%	45.3%	54.7%
Prescription Drug Insurance	710	32.0%	39.2%	60.8%
Basic Life Insurance	715	27.4%	80.9%	19.1%

TABLE 35

POST RETIREMENT INSURANCE

Programs	% Not Providing	Partially Paid	Fully Paid
Medical/Hospital Insurance	47.8%	26.3%	25.9%
Dental Care Insurance	75.9%	11.6%	12.5%
Vision Care Insurance	89.0%	5.8%	5.2%
Prescription Drug Insurance	68.0%	18.9%	13.1%
Basic Life Insurance	72.6%	11.3%	16.1%

As part of this study, the relationship between institution and chief executive contributions to the retirement program was analyzed. Most institutions contribute between 5 and 15 percent of the chief executive's salary and most chief executives contribute an amount equivalent to 5 to 10 percent of their salary towards their own retirement program. The table below shows that the institution contributes 12.1 percent of base salary, on average, and the chief executives contribute 6.2 percent of base salary, on average, towards the retirement fund. The tables below indicate the number of institutions and chief executives contributing to the retirement program. The tables also show the average contributions from both sources to the retirement program.

TABLE 36

CONTRIBUTIONS TO CHIEF EXECUTIVE RETIREMENT PROGRAM

Percent Of Chief Executive Salary	Number of Institutions Contributing	Average Institution Contribution	Number of Chief Executives Contributing	Average Chief Executive Contribution
None	35	-	256	-
Less Than 5.0%	59	2.3%	118	2.7%
5.0 - 9.99%	314	7.0%	360	6.0%
10.0 - 14.99%	263	11.5%	29	10.5%
15.0 - 19.99%	66	16.4%	1	-
20.0 & Over	34	72.3%	7	57.1%
TOTALS	**771**		**771**	
OVERALL AVERAGE		**12.1%**	-	**6.2%**

TABLE 37

RETIREMENT PROGRAM PROVIDES INVESTMENT ALTERNATIVES

Investment Alternatives	Total Number Of Responding Institutions	Percent Of Responding Institutions
Yes	394	49.7%
No	398	50.3%
TOTAL	**792**	**100.0%**

In 68 cases, college and university chief executives are offered additional or supplemental retirement benefits in the form of tax sheltered annuities. Compared to the overall survey sample of 874 institutions, relatively few institutions provide this benefit over and above the TIAA–supplemental retirement act. The table below indicates that the institutions which offer such programs contribute an average of 7.0 percent of base salary.

TABLE 38

CONTRIBUTION TO TAX SHELTERED ANNUITY (OTHER THAN TIAA)

Percent Of Chief Executive Salary	Number Of Institutions Contributing	Average Institution Contribution	Number Of Chief Executives Contributing	Average Chief Executive Contribution
None	35	-	22	-
Less Than 5.0%	11	2.8%	12	2.8%
5.0 - 9.99%	14	6.7%	20	6.7%
10.0 - 14.99%	6	11.3%	8	10.2%
15.0 - 19.99%	1	-	4	15.6%
20.0% & Over	1	-	2	20.0%
TOTALS	**68**		**68**	
OVERALL AVERAGE		**7.0%**		**7.6%**

168 institutions make contributions to the TIAA-SRA for chief executives. On average, that contribution is 7.4 percent of the chief executive's annual salary.

TABLE 39

CONTRIBUTION TO TIAA/SRA

Percent Of Chief Executive Salary	Number Of Institutions Contributing	Average Institution Contribution	Number Of Chief Executives Contributing	Average Chief Executive Contribution
None	68	-	34	-
Less Than 5.0%	16	3.2%	26	3.5%
5.0 - 9.99%	55	6.5%	83	6.6%
10.0 - 14.99%	24	10.4%	18	10.4%
15.0 - 19.99%	5	15.4%	4	15.3%
20.0% & Over	0	-	3	20.0%
TOTALS	**168**		**168**	
OVERALL AVERAGE		**7.4%**		**7.1%**

Other deferred compensation plans were found in only 49 of the surveyed institutions. The institutions' contributions to these plans averaged 9.7 percent of salary.

TABLE 40

CONTRIBUTION TO OTHER DEFERRED COMPENSATION PLAN

Percent Of Chief Executive Salary	Number Of Institutions Contributing	Average Institution Contribution	Number Of Chief Executives Contributing	Average Chief Executive Contribution
None	15	-	22	-
Less Than 5.0%	6	2.8%	7	3.0%
5.0 - 9.99%	15	6.8%	13	6.7%
10.0 - 14.99%	5	11.5%	3	12.5%
15.0 - 19.99%	5	16.1%	1	-
20.0% & Over	3	24.5%	3	21.7%
TOTALS	**49**		**49**	
OVERALL AVERAGE		**9.7%**		**8.3%**

330 institutions provided consolidated pension amounts which account for all sources of retirement plans for their chief executives. The chief executives of these institutions can expect to receive approximately 50 percent of their annual salary, on average, from all of their pension sources.

TABLE 41

ANNUAL PENSION FROM ALL SOURCES

Annual Pension As A Percent Of CEO Salary	Number Of Responses	Average % Of Salary	Percent Of Responding Institutions	Cumulative Percent Of Sample
Under 20.0%	67	10.8%	20.3%	20.3%
20.0 - 29.99%	25	21.5%	7.6%	27.9%
30.0 - 39.99%	12	31.6%	3.6%	31.5%
40.0 - 49.99%	21	41.7%	6.4%	37.9%
50.0 - 59.99%	53	51.0%	16.1%	53.9%
60.0 - 69.99%	68	61.2%	20.6%	74.5%
70.0% And Over	84	80.6%	25.5%	100.0%
TOTAL	**330**			
OVERALL AVERAGE		48.9%		

PERQUISITES FOR CHIEF EXECUTIVES

Survey participants were asked to provide information on the prevalence of specific types of perquisites offered to their chief executives. The most prevalent perquisites offered to college and university chief executives are automobiles, supplemental life insurance, and housing expenses, as shown in the table below:

TABLE 42

PERQUISITES PROVIDED TO CHIEF EXECUTIVES

Perquisite	Total Number Of Responses	Number of Institutions Providing	Percent Of Total
Reimbursement Of Excess Medical/Dental Expenses	782	82	10.5%
Supplemental Life Insurance	784	303	38.7%
Supplemental Long-Term Disability	769	191	24.8%
Supplemental Business Travel Insurance	750	95	12.6%
Housing Expenses	784	483	61.6%
Automobile	791	631	79.8%
Annual Physical	761	168	22.0%
Financial/Legal Counseling	756	69	9.1%
Interest Free Loans	755	26	3.5%
Country Club Membership	768	205	26.7%
Luncheon Club Membership	766	222	29.0%
Athletic Club Membership	752	52	6.9%

TABLE 43

PERQUISITES PROVIDED TO CHIEF EXECUTIVES

Perquisite	Number Of Institutions Providing	CEO Only	CEO and Senior Staff	All Exempt	Percent Of Institutions Not Providing
Reimbursement Of Excess Medical/Dental Expenses	82	1.3%	1.4%	7.8%	89.5%
Supplemental Life Insurance	303	12.5%	4.1%	22.1%	61.4%
Supplemental Long-Term Disability	191	4.0%	3.1%	17.7%	75.2%
Supplemental Business Travel Insurance	95	2.9%	3.3%	6.4%	87.3%
Housing Expenses	483	56.0%	5.2%	0.4%	38.4%
Automobile	631	59.3%	19.5%	1.0%	20.2%
Annual Physical	167	13.1%	4.3%	4.6%	77.9%
Financial/Legal Counseling	69	5.4%	1.5%	2.2%	90.9%
Interest Free Loans	26	2.1%	0.3%	1.1%	96.6%
Country Club% Membership	205	19.7%	7.0%	-	73.3%
Luncheon Club Membership	222	19.3%	9.7%	-	71.0%
Athletic Club Membership	52	4.4%	1.6%	0.9%	93.1%

SUPPLEMENTAL PROGRAMS

The most prevalent supplemental program offered to college and university chief executives is supplemental life insurance. As shown on Table 44, 303 institutions (36.1 percent of the 874 survey participants) offer this perquisite. The average amount of life insurance provided by 162 survey participants that provided this information is $184,717 and the average cost of this supplement is $1,959, as shown below:

TABLE 44

AMOUNT OF SUPPLEMENTAL LIFE PROVIDED TO CHIEF EXECUTIVE

	Amount Of Supplemental Life Provided to Chief Executive	Annual Cost Of Supplemental Life Provided to Chief Executive
1st Quartile	$87,500	$356
Median	$150,000	$800
3rd Quartile	$230,000	$2,251
Average	$184,717	$1,959
Number Of Responses	162	133
Non Respondents	141	170
TOTAL	303	303

The excess medical benefit plan is one of the most prevalent supplemental programs in private industry. Among the colleges and universities that participate in this study, 82 (10.5 percent of the total sample) indicate they offer this type of program to their chief executives. The average annual dollar value reported by 43 of those participants is $2,289, as shown below:

TABLE 45

EXCESS MEDICAL BENEFIT DOLLAR VALUE

	Annual $ Value Of Excess Medical/ Dental Benefits
1st Quartile	$240
Median	$1,800
3rd Quartile	$3,000
Average	$2,289
Number Of Responses	43
Non Respondents	39
TOTAL	82

Long term disability plans for chief executives typically cover (or pay out) the chief executive's salary after an extended illness or disability. 22.8 percent (191 of the 874 participants in this survey) indicate that they provide this benefit to their chief executive. On average, this covers 61.5 percent of the chief executive's pay. 167 participants report that the maximum benefit payable to chief executives on long term disability averages $62,560.

TABLE 46

LONG-TERM DISABILITY PAY

	Percent Of Pay Covered Under Long-Term Disability Program	Maximum Benefits
1st Quartile	60.0%	$48,000
Median	60.0%	$58,838
3rd Quartile	66.7%	$73,650
Average	61.5%	$62,560
Number Of Responses	167	167
Non Respondents	24	24
TOTAL	191	191

Travel is an integral part of many chief executives' responsibilities. Those college and university chief executives that travel as part of their job can be eligible for Supplemental Business Travel Insurance. 95 colleges and universities, 11.3 percent of the 750 institutions responding to this question, indicate that their chief executive is offered this perquisite. 67 of those institutions (70.5 percent), indicate that insurance premiums are paid by the institution. The table below details responses from 47 institutions that identified the actual amount of travel insurance provided specifically to their chief executive.

TABLE 47

SUPPLEMENTAL BUSINESS TRAVEL INSURANCE

	Amount Of Supplemental Business Travel Insurance Provided Chief Executive
1st Quartile	$50,000
Median	$100,000
3rd Quartile	$200,000
Average	$171,523
Number Of Responses	47
Non Respondents	20
TOTAL	67

CHIEF EXECUTIVE HOUSING EXPENSES

In response to specific questions on housing assistance, 839 institutions provided information on the practice of providing assistance to their chief executive. 502 institutions (59.8 percent) provide some form of assistance. The remaining 337 institutions (41.2 percent) have no provision for housing assistance. The most prevalent form of assistance is to allow the chief executive to use a residence located on campus for primary living quarters. 400 colleges and universities (47.7% of the responding institutions) provide this perquisite. 330 (82.5 percent of the institutions which provide university owned housing) require the chief executive to occupy the facility.

Data were analyzed by institution type to determine if there is a greater prevalence of university owned housing by type of institution. When compared to the total number of institutions of any specific type, it was determined that the majority of research, other doctoral granting, comprehensive universities and baccalaureate colleges offer a university owned residence as shown below:

TABLE 48

UNIVERSITY OWNED HOUSING PRACTICES

	Research University	Other Doctoral Granting University	Comprehensive University	Baccalaureate College	Specialized Institution	Two Year College	Administrative Office
Residence Provided By Institution	31	28	109	162	18	36	11
Maintenance Provided	31	25	101	150	14	35	10
Allowance For Remodeling	24	14	55	92	7	22	5
Household Staff	29	21	83	118	7	14	8
Utilities Paid	30	26	98	150	15	35	10
Total Number Of Institutions By Classification	36	35	179	251	56	236	46
% of Institutions Providing Residence	86%	80%	61%	76%	32%	15%	24%

TABLE 49

ALLOWANCES FOR UNIVERSITY OWNED FACILITIES

Allowance Type	Number Of Responses	Percent Of Institutions Providing Residence
Maintenance (Including Grounds) Provided By Institution	366	91.5%
Allowance For Remodeling	219	54.8%
Household Staff (Full Or Part-Time)	280	70.0%
Utilities Paid By Institution	364	91.0%

Institutions generally provide alternative forms of housing assistance if a college or university owned facility is not available to the chief executive. The table below details the prevalence of specific types of housing assistance provided to the chief executives of 102 institutions which do not provide an institution owned residence:

TABLE 50

HOUSING ASSISTANCE

	Number Of Responses *	Percent Of Institutions Providing Assistance
Allowance Toward Home Purchase	61	59.8%
Subsidy To Reduce Mortgage Interest Cost	25	24.5%
Rent Paid In Full	6	5.9%
Allowance Toward Rent Provided	34	33.3%
Property Taxes Paid In Full	2	2.0%
Allowance Toward Property Taxes Provided	9	8.8%

* Some institutions provide more than one additional form of housing assistance.

The total dollar value of all housing provisions, including university owned facilities and additional housing assistance averages $27,308 per year as reported by 357 institutions.

TABLE 51

VALUE OF HOUSING ASSISTANCE PER YEAR

	Dollar Value Of All Housing Provisions
1st Quartile	$10,000
Median	$15,000
3rd Quartile	$25,000
Average	$27,308
Number Of Responses	357
Non Respondents	145
TOTAL	502

CHIEF EXECUTIVE AUTOMOBILE POLICIES

Over 85% of the college and university chief executives surveyed in this study are provided with an automobile allowance by their respective institutions. This allowance can take the form of operating expenses or it may provide the chief executive with an automobile for personal as well as professional use. The table below shows that 705 institutions provide an automobile allowance in some form.

TABLE 52

AUTOMOBILE PROVIDED TO CHIEF EXECUTIVE

	Number Of Responses	Percent Of Responding Institutions
Yes	705	85.2%
No	122	14.8%
TOTAL	**827**	**100.0%**

TABLE 53

AUTOMOBILE POLICY
(BASED UPON RESPONSES OF 672 INSTITUTIONS)

	Number Of Responses	Percent Of Responding Institutions
Personal Car Provided	453	67.4%
Pool Car Assigned To CEO	125	18.6%
Unassigned Pool Car Available As Needed	46	6.9%
Operating Expenses Provided (Fuel And Maintenance)	439	65.3%
Allowance Toward Operating Expenses Provided	81	12.1%
Option To Purchase	20	3.0%
Driver Provided As Needed	76	11.3%

Data were analyzed by type of institution to determine the relative prevalence of automobile policies. The table below indicates that the majority of research universities, other doctoral granting universities, comprehensive universities and baccalaureate colleges provide an automobile for their chief executive's personal use.

TABLE 54

AUTOMOBILE POLICY BY INSTITUTION TYPE

	Research University	Other Doctoral Granting University	Comprehensive University	Baccalaureate College	Specialized Institution	Two Year College	Administrative Office of a System
Personal Car Provided	21	23	98	167	25	101	18
Pool Car Assigned To CEO	10	4	40	29	0	28	14
Unassigned Pool Car Available As Needed	5	1	5	15	1	15	4
Operating Expenses Provided	23	17	103	150	19	102	25
Allowance Towards Operating Expenses	4	4	15	25	5	23	5
Option To Purchase	0	2	7	6	2	2	1
Driver Provided	14	6	18	23	3	6	6
Total Number Of Institutions By Classification	36	35	179	251	56	271	46
% of Institutions Providing Personal Car	58%	66%	55%	67%	45%	37%	39%

The annual dollar value for all automobiles provided to chief executives was supplied by 437 survey participants. The value of this perquisite to the chief executive is $5,598 per year, on average, as shown below:

TABLE 55

ANNUAL VALUE OF AUTOMOBILE PROVIDED TO CHIEF EXECUTIVE

	Annual Dollar Value Of Automobile
1st Quartile	$3,500
Median	$5,000
3rd Quartile	$7,000
Average	$5,598
Number Of Responses	437
Non Respondent	16
TOTAL	453

TUITION ASSISTANCE POLICIES

546 of the responding institutions (66.5%) have a formal policy on tuition assistance for the chief executive. In addition, many institutions provide tuition assistance at other institutions. The tables below detail the response of survey participants to questions on tuition assistance for the chief executive and family:

TABLE 56

TUITION ASSISTANCE OFFERED TO CHIEF EXECUTIVE

	Number Of Responses	Percent Of Responding Institutions
Yes	546	66.5%
No	275	33.3%
TOTAL	**821**	**100.0%**

TABLE 57

TUITION ASSISTANCE FOR CHIEF EXECUTIVE'S FAMILY

	At CEO's Institution		At Other Institutions	
	For Children	For Spouse	For Children	For Spouse
Full Tuition	77.8%	75.3%	48.0%	48.0%
50% Or More Of Tuition	19.9%	21.2%	29.5%	40.0%
Less Than 50% Of Tuition	2.3%	3.5%	11.6%	4.0%
$ Amount Equal To Tuition At Chief Executive's Institution	NA	NA	11.0%	8.0%
Total Responses	472	430	173	75

Approximately 78 percent of the 472 institutions responding to this question provide full tuition to children of the chief executive at their institution and 75.3 percent provide full tuition to the spouse of the chief executive at their institution.

LOCAL ENTERTAINMENT

Chief executives are typically expected to spend a significant amount of money for local entertainment and business functions. These functions, ranging from business lunches to fully catered dinners, are included in the chief executive's local entertainment expenses. 821 institutions provided information on local entertainment for this study. 123 of these institutions (15.0 percent) indicate that no provision is made for these types of expenses.

TABLE 58

LOCAL ENTERTAINMENT EXPENSES

	Number Of Responses *	Percent Of Responding Institutions
Fixed Allowance For Business Entertainment	162	23.8%
Reimbursement For Actual Out-Of-Pocket Expenses	519	76.1%
Unrestricted Expense Account	91	13.3%
Campus Facilities Provided For Entertaining	391	57.3%
Institution Staff (e.g. Catering) Available As Needed	367	53.8%
No Provision	123	15.0%

* Some institutions provide more than one form of local entertainment expense.

BUSINESS/PROFESSIONAL TRAVEL EXPENSES

All chief executives are reimbursed for business/professional travel expense when it is associated with institution activities. 776 institutions responded to specific questions on business and professional travel. The basis on which they reimburse their chief executives is detailed in the following table:

TABLE 59

BUSINESS AND PROFESSIONAL TRAVEL EXPENSE

	Number Of Responses *	Percent Of Responding Institutions
Reimbursement For Actual Out-Of-Pocket Expenses	694	89.4%
Unrestricted Expense Account	82	10.6%
Per Diem Allowance	201	25.9%
Separate Travel Allowance	100	12.9%
First Class Air Travel	37	4.8%
Airline VIP Lounge Membership	64	8.3%
Use Of Institution Owned Aircraft	27	3.5%
Partial Or All Expenses For Spouse Included	210	27.1%
Partial Or All Expenses For Spouse And Children Included	5	0.6%
No Provision	21	2.6%

* Some institutions provide more than one form of business and professional travel expenses.

ASSISTANCE FOR SPOUSE

The spouses of college and university chief executives can perform an active and visible role in the community. In this study, survey participants were asked the extent of assistance provided to the chief executive's spouse for these duties. 625 of the 793 institutions (78.8 percent) indicate that no such provision is made for the chief executive's spouse. The type and prevalence of assistance are shown on the following tables:

TABLE 60

ASSISTANCE FOR CHIEF EXECUTIVE'S SPOUSE

	Number Of Responses *	Average $ Value	Percent Of Responding Institutions
Secretarial Staff (Full-Time, Part-Time, Or As Needed) Provided	70	$9,840	8.8%
Additional Staff/Facilities For Entertaining As Needed	139	$10,445	17.5%
Remuneration For Involvement In Institution Affairs	27	$9,474	3.4%
Other	21	$11,522	2.6%
No Provision	625	-	78.8%

* Some institutions provide more than one form of assistance to the chief executive's spouse.

INVOLUNTARY SEPARATION POLICIES FOR CHIEF EXECUTIVES

Involuntary separation policies continue to be used by more institutions than in the prior surveys. This formalization of policy serves to protect the institution in cases where separation becomes necessary. Compared to 24 percent reported in the 1988 survey, approximately 26 percent of the 805 institutions responding to this question now have such policies:

TABLE 61

INVOLUNTARY SEPARATION POLICY

	Number Of Responses	Percent Of Responding Institutions
Yes	208	25.8%
No	597	74.2%
TOTAL	**805**	**100.0%**

In the 1988 survey, approximately 67 percent of respondents to this question provided separation pay. In comparison, 76.0 percent of this year's respondents provide separation pay.

TABLE 62

SEPARATION PAY

	Number Of Responses	Percent Of Respondents
Yes	146	76.0%
No	46	23.0%
TOTAL	**192**	**100.0%**

The amount of separation pay offered at the time of separation was compared to the amount reported in past surveys, as shown in the following table:

TABLE 63

AMOUNT OF SEPARATION PAY

	1991		1988	1986
	Number Of Responses	Percent Of Respondents	Percent Of Respondents	Percent Of Respondents
Less Than 6 Months	34	23.3%	23.4%	32.0%
6 - 12 Months	51	35.0%	40.9%	36.0%
Over 12 Months	17	11.6%	9.1%	10.0%
Negotiable At Time Of Separation	44	30.1%	26.6%	22.0%
TOTAL	**146**	**100.0%**	**100.0%**	**100.0%**

Approximately 53 percent of those institutions that responded to this question indicate that they continue benefits for chief executives who separated involuntarily. This is higher than previous surveys of chief executives in which slightly under half of the respondents continued benefits after separation.

TABLE 64

BENEFITS CONTINUATION

	Number Of Responses	Percent Of Respondents
Yes	103	52.6%
No	93	47.4%
TOTAL	**196**	**100.0%**

Of those institutions that continue benefits following involuntary separation, approximately 76 percent (78 out of 103) continue medical coverage for an average of 16 months. 49 institutions continue life insurance coverage and 37 institutions continue long term disability coverage.

TABLE 65

LENGTH OF CONTINUATION PERIOD

	Number Of Responses	Average Number Of Months
Medical Coverage	78	16
Life Insurance Coverage	49	15
Long-Term Disability Coverage	37	15

23 institutions provide outplacement assistance as a standard part of their involuntary separation policy in addition to some continuation of pay and benefits.

TABLE 66

OUTPLACEMENT ASSISTANCE PROVIDED

	Number Of Responses	Percent Of Respondents
Yes	23	12.2%
No	166	87.8%
TOTAL	**189**	**100.0%**

PROFILE OF CHIEF EXECUTIVES

Survey participants provided some personal information regarding the chief executive to establish typical characteristics for the chief executives reported in this survey. The tables below provide detailed information on relevant business/personal characteristics of college and university chief executives.

According to the table below, chief executives reported in this survey have been in their current position for seven years, on average. This is equivalent to the seven year average reported in the 1988 and 1986 surveys. As shown on the table below, the majority of chief executives have been in their position for 5 or more years.

TABLE 67

CHIEF EXECUTIVE YEARS IN POSITION

Years In Position	Number Of Current CEOs	Average Years In Position	Percent Of Respondents
1	107	1	12.8%
2	86	2	10.3%
3	99	3	11.8%
4	63	4	7.5%
5 - 9	258	7	30.8%
10 - 14	135	11	16.1%
15 And Over	91	19	10.8%
TOTAL	**839**		**100.0%**
AVERAGE YEARS IN POSITION		7	

Eight percent of the chief executives reported in this survey are members of a minority group, this compares with 6 percent of participants in 1988 and eight percent of participants in the 1986 survey.

TABLE 68

CHIEF EXECUTIVE MINORITY STATUS

	Number Of Responses	Percent Of Respondents
Yes	67	8.0%
No	766	92.0%
TOTAL	**833**	**100.0%**

The percent of women reported as college and university chief executives has increased to over 11 percent of the survey sample. In 1986 and 1988 the percent of women chief executives in the sample was nine percent and ten percent respectively.

TABLE 69

CHIEF EXECUTIVE GENDER

	Number Of Responses	Percent Of Respondents
Male	740	88.7%
Female	94	11.3%
TOTAL	**834**	**100.0%**

On average, chief executives reported in this survey are 54 years old and over 50 percent of those chief executives are between 50 and 60 years of age. Prior year's surveys also reported that most college and university chief executives were between 50 and 60 years old.

TABLE 70

CHIEF EXECUTIVE AGE

	Number Of Responses	Average Age	Percent Of Respondents
Under 30	1	-	0.0%
30 - 39	7	37	0.1%
40 - 49	199	46	24.2%
50 - 59	447	54	55.5%
60 And Over	167	63	20.2%
TOTAL	**821**		**100.0%**
AVERAGE AGE		**54**	

Approximately 52 percent of the chief executives reported in this study have been in higher education between 20 and 29 years. The average years in higher education for these chief executives is 24.

TABLE 71

CHIEF EXECUTIVE YEARS IN HIGHER EDUCATION

Years In Higher Education	Number Of Current CEOs	Average Years In Higher Education	Percent Of Respondents
Under 5	19	3	2.4%
5 - 9	34	7	4.3%
10 - 14	51	11	6.4%
15 - 19	92	17	11.6%
20 - 29	415	24	52.1%
30 And Over	185	34	23.2%
TOTAL	**796**		**100.0%**
AVERAGE YEARS IN HIGHER EDUCATION		**24**	

The following table indicates that 71.5 percent of the chief executives in this study were hired from outside their respective institutions. This compares with 70.7 percent in 1988 and 64 percent in 1986.

TABLE 72

CHIEF EXECUTIVE RECRUITMENT SOURCE

	Number Of Responses	Percent Of Respondents
Promoted From Within	237	28.5%
Hired From Outside	594	71.5%
TOTAL	**831**	**100.0%**

Approximately 20 percent of the reported chief executives held that position in other educational institutions prior to accepting their current position. Approximately 63 percent held academic officer or administrative staff positions. 5.7 percent of the reported chief executive positions were selected from faculty positions.

TABLE 73

CHIEF EXECUTIVE'S PREVIOUS POSITION

Position	Number Of Responses	Percent Of Respondents
Chief Executive, Other Institution	168	20.5%
Faculty	47	5.7%
Academic Officer	279	34.0%
Administrative Officer	234	28.5%
Ministry/Church Official	28	3.4%
Government Official	26	3.2%
Business Executive	26	3.2%
CEO, Non-Profit Organization	13	1.6%
TOTAL	**821**	**100.0%**

RECRUITING/RELOCATION POLICIES AND PRACTICES

CHIEF EXECUTIVE RECRUITING PRACTICES

Approximately one-half of the surveyed organizations (420) recruited a new chief executive within the most recen five year period as shown below:

TABLE 74

CHIEF EXECUTIVE RECRUITED WITHIN FIVE YEARS

	Number Of Responses	Percent Of Respondents
Yes	420	50.2%
No	416	49.8%
TOTAL	**836**	**100.0%**

Tables 75 through 80 provide an indication of the recruiting practices of these 420 institutions:

TABLE 75

SEARCH CONDUCTED OUTSIDE OF INSTITUTION

	Number Of Responses	Percent Of Recruiting Institutions
Yes	344	81.9%
No	64	15.2%
No Response	12	2.9%
TOTAL	**420**	**100.0%**

TABLE 76

EXECUTIVE SEARCH FIRM USED

	Number Of Responses	Percent Of Recruiting Institutions
Yes	126	30.0%
No	279	66.4%
No Response	15	3.6%
TOTAL	**420**	**100.0%**

TABLE 77

CANDIDATE IDENTIFICATION SOURCE

	Number Of Responses*	Percent Of Respondents
Executive Search Firm	121	30.3%
Advertisement	345	86.5%
Nominated By Institution Friends	271	67.9%
Nominated By Board	161	40.4%

*A total of 399 institutions responded to this question. Of these, 282 used two or more sources to identify candidates.

TABLE 78

NAMES OF NOMINEES MADE PUBLIC

	Number Of Responses	Percent Of Recruiting Institutions
Yes	48	11.4%
No	357	85.0%
No Response	15	3.6%
TOTAL	**420**	**100.0%**

TABLE 79

NAMES OF FINALISTS MADE PUBLIC

	Number Of Responses	Percent Of Recruiting Institutions
Yes	252	60.0%
No	135	32.1%
No Response	33	7.9%
TOTAL	**420**	**100.0%**

367 institutions indicated the length of time which was required to recruit and appoint a new chief executive. Approximately 68 percent of these institutions successfully appointed a new chief executive within nine months.

TABLE 80

LENGTH OF TIME REQUIRED TO RECRUIT/APPOINT

	Number Of Responses	Percent Of Respondents	Cumulative Percent Of Respondents
Under 3 Months	15	4.1	4.1%
3 - 5 Months	77	21.0	25.1%
6 - 8 Months	159	43.3	68.4%
9 - 11 Months	67	18.3	86.6%
12 Months Or More	49	13.4	100.0%
TOTAL	**367**	**100.0%**	

CHIEF EXECUTIVE RELOCATION PRACTICES

After appointment as chief executive, approximately 66 percent of the new appointees required relocation:

TABLE 81

CHIEF EXECUTIVE RELOCATION REQUIRED

	Number Of Responses	Percent Of Respondents
Yes	507	66.4%
No	257	33.6%
TOTAL	**764**	**100.0%**

Tables 96 through 99 provide information relative to the relocation practices of the 507 institutions that moved their new chief executive:

TABLE 82

MOVING EXPENSES FOR HOUSEHOLD EFFECTS

	Number Of Responses	Percent Relocating
Paid In Full	405	79.9%
Partially Paid	61	12.0%
Not Paid	14	2.8%
Not Required	19	3.7%
No Response	8	1.6%
TOTAL	**507**	**100.0%**

TABLE 83

TRAVEL EXPENSES FOR FAMILY

	Number Of Responses	Percent Relocating
Paid In Full	254	50.1%
Partially Paid	54	10.7%
Not Paid	90	17.8%
Not Required	89	17.5%
No Response	20	3.9%
TOTAL	**507**	**100.0%**

TABLE 84

ASSISTANCE FINDING EMPLOYMENT FOR SPOUSE

	Number Of Responses	Percent Relocating
Assistance Provided	17	3.3%
No Assistance Provided	182	35.9%
Employed Within Institution	8	1.6%
Not Required	285	56.2%
No Response	15	3.0%
TOTAL	**507**	**100.0%**

37 chief executives were granted additional assistance for the sale or purchase of a residence upon appointment. One or more of the following types of assistance were offered to these chief executives.

TABLE 85

TYPE OF ASSISTANCE IN SALES/PURCHASE OF RESIDENCE

	Number Of Responses	Percent Relocating*
Interest Rate Differential	6	1.2%
Cost Of Housing Differential	7	1.4%
Low Cost Loan	21	4.1%
Brokers/Attorneys Fees	9	1.8%
Closing Costs	8	1.6%
No Assistance Provided	220	43.4%
Not Required	236	46.6%
No Response	26	5.1%

* Based on 507 institutions that relocated chief executives upon appointment. Some of these chief executives receive more than one form of relocation assistance.

EMPLOYMENT POLICIES AND PRACTICES

CHIEF EXECUTIVE CONTRACTS

Approximately 77 percent of the institutions reporting (625) indicate that their institution has a contractual agreement with their chief executive as shown below:

TABLE 86

CHIEF EXECUTIVE CONTRACTUAL AGREEMENT

	Number Of Responses	Percent Of Respondents
Yes	625	76.9%
No	188	23.1%
TOTAL	**813**	**100.0%**

Tables 87 through 89 show some characteristics of these agreements.

TABLE 87

TYPE OF AGREEMENT

	Number Of Responses	Percent Of Contracting Institutions
Formal Written Contract	360	57.6%
Letter Of Agreement	211	33.8%
Oral Agreement	34	5.4%
No Response	20	3.2%
TOTAL	**625**	**100.0%**

TABLE 88

TERM OF AGREEMENT

	Number Of Responses	Percent Of Contracting Institutions
No Specified Time Period	159	25.4%
Time Period Specified	396	63.4%
No Response	70	11.2%
TOTAL	**625**	**100.0%**

TABLE 89

TERM OF AGREEMENT
(When Time Period Is Specified)

Number Of Years In Agreement	Number Of Responses	Percent Of Institutions Reporting Time Period
1	124	31.3%
2	41	10.4%
3	126	31.8%
4	41	10.4%
5	46	11.6%
6	3	0.8%
7	3	0.8%
8	1	0.1%
10 or more	4	1.0%
No Response	7	1.8%
TOTAL	**396**	**100.0%**

CHIEF EXECUTIVE PERFORMANCE REVIEW

Approximately 78 percent of the responding institutions report that college and university chief executives are subject to formal performance review as shown below:

TABLE 90

FORMAL PERFORMANCE REVIEW

	Number Of Responses	Percent Of Respondents
Yes	622	77.9%
No	176	22.1%
TOTAL	**798**	**100.0%**

Tables 91 and 92 show the frequency of these performance reviews as well as the individual or group responsible for conducting the review.

TABLE 91

FREQUENCY OF PERFORMANCE REVIEW

	Number Of Responses	Percent Of Institutions with Review
End Of Contract Term	32	5.1%
Annually	430	69.1%
Every Two Years	31	5.0%
Every Three Years	36	5.8%
Other	79	12.7%
No Response	14	2.3%
TOTAL	**622**	**100.0%**

TABLE 92

RESPONSIBILITY FOR PERFORMANCE REVIEW

	Number Of Responses *	Percent Of Institutions Designating
Chairman Of The Board	70	12.7%
Committee Of The Board	156	28.2%
Entire Governing Board	209	37.8%
Special Review Committee	40	7.2%
Other	78	14.1%
TOTAL	**553**	**100.0%**

*Only 553 of the 622 institutions designated the responsible individual/group in response to the survey question.

CHIEF EXECUTIVE ACADEMIC RANK

Approximately 52 percent of the institutions responding to questions on academic rank indicate that it is granted to the chief executive upon appointment:

TABLE 93

ACADEMIC RANK FOR CHIEF EXECUTIVE

	Number Of Responses	Percent Of Respondents
Yes	414	51.6%
No	388	48.4%
TOTAL	**802**	**100.0%**

Upon completion of their term as chief executive, approximately 55 percent of the chief executives revert to faculty status and the salary scale used for faculty positions:

TABLE 94

CHIEF EXECUTIVE SALARY REVERSION TO FACULTY SCALE

	Number Of Responses	Percent Of Respondents
Yes	397	55.2%
No	322	44.8%
TOTAL	**719**	**100.0%**

CHIEF EXECUTIVE TENURE POLICY

As part of this study tenure policies affecting college and university chief executives were also surveyed. Responses to specific questions on these policies as they apply to the current chief executive are shown in Tables 95 through 98.

TABLE 95

CHIEF EXECUTIVE HIRED FROM TENURED POSITION

	Number Of Responses	Percent Of Respondents
Yes	253	31.9%
No	539	68.1%
TOTAL	**792**	**100.0%**

TABLE 96

CHIEF EXECUTIVE CURRENTLY TENURED

	Number Of Responses	Percent Of Respondents
Yes	251	31.3%
No	552	68.7%
TOTAL	**803**	**100.0%**

TABLE 97

CHIEF EXECUTIVE ELIGIBLE FOR TENURE

	Number Of Responses*	Percent Of Respondents
Yes	48	9.1%
No	482	90.9%
TOTAL	**530**	**100.0%**

* Only 530 institutions reported on chief executive eligibility for tenure.

TABLE 98

CHIEF EXECUTIVE ASSURED TENURE FOLLOWING RESIGNATION

	Number Of Responses	Percent Of Respondents
Yes	223	28.6%
No	558	71.4%
TOTAL	**781**	**100.0%**

VACATION POLICY

70 percent of the chief executives included in this study earn between 20-24 vacation days annually.

TABLE 99

VACATION DAYS EARNED PER YEAR

Number Of Days	Number Of Responses	Percent Of Respondents
10-14	21	2.7%
15-19	57	7.2%
20-24	552	70.0%
25-29	51	6.5%
30 And Over	108	13.7%
TOTAL	**789**	**100.0%**

Approximately 90 percent of the chief executives are granted vacation/leave of absence equivalent to the administrative staff.

TABLE 100

CHIEF EXECUTIVE LEAVE EXCEEDS ADMINISTRATIVE STAFF

	Number Of Responses	Percent Of Respondents
Yes	83	10.5
No	711	89.5
TOTAL	**794**	**100.0%**

SABBATICAL POLICY

Approximately 44 percent of the chief executives are eligible for sabbatical leave:

TABLE 101

CHIEF EXECUTIVE ELIGIBLE FOR SABBATICAL

	Number Of Responses	Percent Of Respondents
Yes	346	43.5%
No	449	56.5%
TOTAL	**795**	**100.0%**

The various elements of the sabbatical leave policy are shown in Tables 102 through 104.

TABLE 102

YEARS REQUIRED FOR ELIGIBILITY

	Number Of Responses	Percent Of Respondents
1	3	1.1%
2	1	0.4%
3	35	13.3%
4	4	1.5%
5	42	16.0%
6	78	29.7%
7	93	35.4%
9 Or More	7	2.7%
TOTAL	**263**	**100.0%**

83.8 percent of the responding institutions require at least five years of service prior to taking sabbatical leave. The table below indicates the compensation paid to chief executives while on sabbatical. It also provides the average number of months of sabbatical at specified levels of compensation.

TABLE 103

COMPENSATION LEVEL PAID ON SABBATICAL

	Number Of Responses*	Percent Of Respondents**	Average Number Of Months	Median Number Of Months
Fully Paid	251	79.2%	5	6
Unpaid	15	4.7%	10	12
Partially Paid	133	42.0%	11	12

*77 of the institutions granting pay for sabbatical indicate that the leave is fully paid for a specific number of months and then partially paid for the balance of the sabbatical leave.

**Based upon responses of 317 institutions.

TABLE 104

PARTIALLY PAID SABBATICAL RATE
(Percent Of Base Salary)

Number Of Responses	177
Average Rate Paid	55.0%
Median Rate Paid	50.0%

LEAVE OF ABSENCE POLICY

The three most prevalent forms of leave are listed on the table below:

TABLE 105

LEAVE OF ABSENCE PAY POLICY

Type Of Leave	Not Provided	Provided Paid	Provided Unpaid	Total
Government/Public Appointment	525	66	134	725
Extended Study/Research	534	97	93	724
Personal/Medical	139	551	72	762

Of the three most prevalent forms of paid leave of absence, personal/medical leave is observed most frequently; (551 of 762 responses) followed by extended study/research (97 of 724 responses) and government/public appointment (66 of 725 responses).

PROFILE OF PARTICIPATING INSTITUTIONS

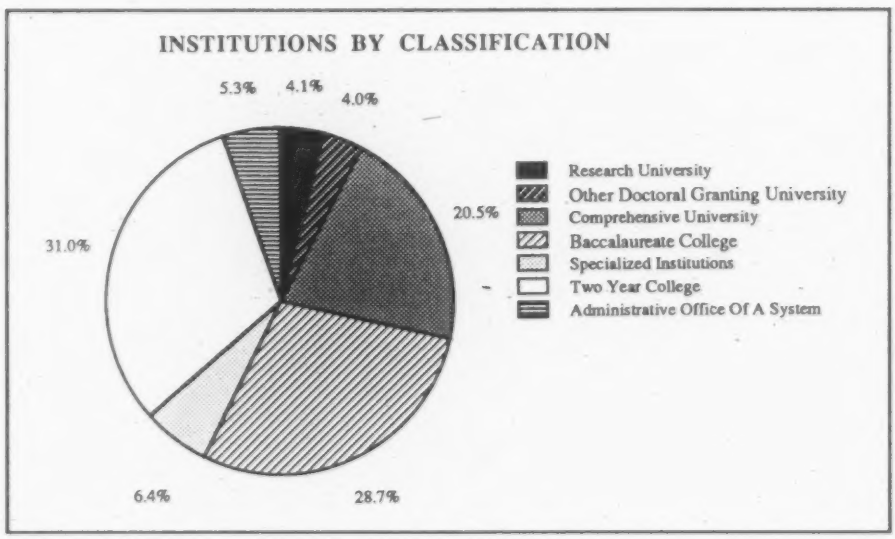
Survey participants were asked to provide information regarding their financial and operating statistics. This information was used to identify peer groupings which could later be used in compensation analysis. The tables and charts which follow provide comparative size characteristics accurately defining the survey database.

The majority of survey respondents are classified in two categories: Two Year and Baccalaureate Colleges:

TABLE 106

INSTITUTIONS BY CLASSIFICATION

	Number Of Institutions	Percent Of Sample
Research University	36	4.1%
Other Doctoral Granting University	35	4.0%
Comprehensive University	179	20.5%
Baccalaureate College	251	28.7%
Specialized Institution	56	6.4%
Two Year College	271	31.0%
Administrative Office of a System	46	5.3%
TOTAL	**874**	**100.0%**

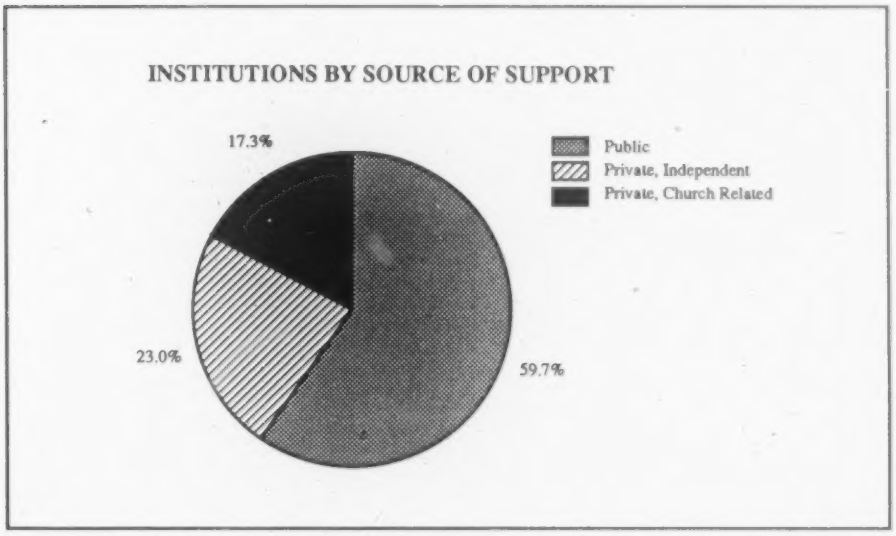


Approximately 60 percent of the survey participants are public institutions, while 40 percent are private:

TABLE 107

INSTITUTIONS BY SOURCE OF SUPPORT

	Number Of Institutions	Percent Of Sample
Public	522	59.7%
Private, Independent	201	23.0%
Private, Church Related	151	17.3%
TOTAL	**874**	**100.0%**



The majority of research universities, doctoral granting universities, comprehensive universities and two-year colleges and administrative offices included in this study are public institutions. The majority of baccalaureate colleges and specialized institutions are private institutions.

TABLE 108

INSTITUTIONS BY CLASSIFICATION & SOURCE OF SUPPORT

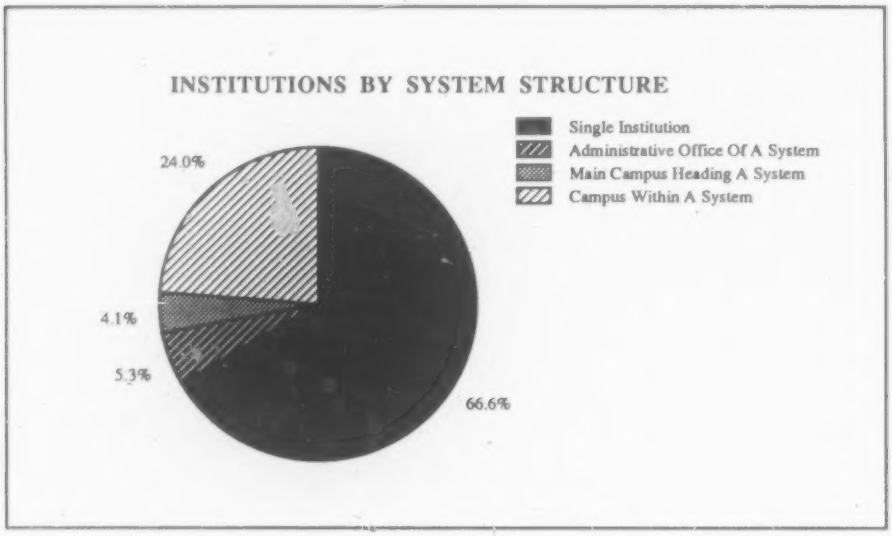
		Public		Private, Independent		Private, Church Related	
	Total Number Of Institutions	Number Of Institutions	Percent Of Total Sample	Number Of Institutions	Percent Of Total Sample	Number Of Institutions	Percent Of Total Sample
Research University	36	33	91.7%	3	8.3%	-	-
Other Doctoral Granting University	35	26	74.3%	7	20.0%	2	5.7%
Comprehensive University	179	124	69.3%	34	19.0%	21	11.7%
Baccalaureate College	251	47	18.7%	105	41.8%	99	39.4%
Specialized Institution	56	6	10.7%	28	50.0%	22	39.3%
Two Year College	271	243	89.7%	21	7.7%	7	2.6%
Administrative Office of a System	46	43	93.5%	3	6.5%	-	-
TOTAL	**874**	**522**	**59.7%**	**201**	**23.0%**	**151**	**17.3%**

Approximately 67 percent of the survey respondents are single institutions not aligned with a major university system:

TABLE 109

INSTITUTIONS BY SYSTEM STRUCTURE

	Number Of Institutions	Percent Of Sample
Single Institution	582	66.6%
Administrative Office Of A System	46	5.3%
Main Campus Heading A System	36	4.1%
Campus Within A System	210	24.0%
TOTAL	**874**	**100.0%**



For this year's survey, additional identification of the participating institutions was provided. The table below shows more detailed groupings of institution identifiers:

TABLE 110

INSTITUTION IDENTIFICATION

	Number Of Institutions	Percent Of Sample
Doctoral - Level Institutions Without Medical School	51	5.8%
Doctoral - Level Institutions With Medical School	37	4.2%
Comprehensive Institutions Without Medical School	165	18.9%
Comprehensive Institutions With Medical School	13	1.5%
General Baccalaureate Institutions	243	27.8%
Specialized/School of Philosophy, Religion and Theology	28	3.2%
Specialized/Medical Schools	4	0.5%
Specialized/Other Health Institutions	7	0.8%
Specialized/Engineering Schools	8	0.9%
Specialized/Business Schools	9	1.0%
Specialized/Visual and Performing Schools	7	0.8%
Specialized/Law Schools	1	0.1%
Specialized/Education Schools	3	0.3%
U.S. Service Schools	-	-
Other Specialized Schools	8	0.9%
Specialized/Non-Degree Granting Institutions	2	0.2%
Multi-program Two-Year Institutions	277	31.7%
Single Program Two-Year Institutions	11	1.3%
TOTAL	**874**	**100.0%**

Financial and operating statistics were provided by all of the survey participants. These data were thoroughly reviewed to identify relatively similar size groupings. These size groupings are used to identify compensation levels for institutions of similar size. The four primary measures utilized in this study include: operating budget; endowment; enrollment; and full time equivalent employment.

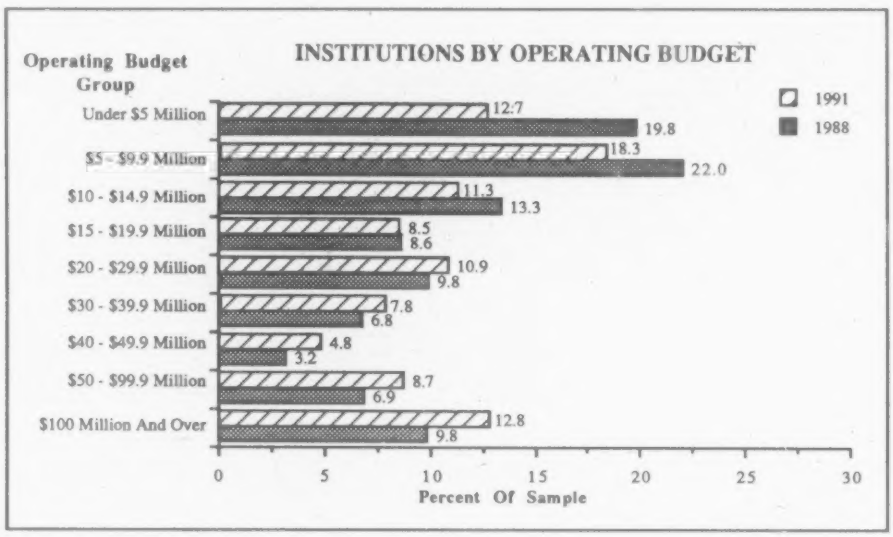
Approximately 42 percent of the institutions in this year's survey sample have an operating budget of less than $15 million per year. In 1988, 55 percent of the survey sample had a operating budget of less than $15 million per year. A detailed display of the various operating budget peer groupings is shown on Table 111.

TABLE 111

INSTITUTIONS BY OPERATING BUDGET

Operating Budget	Number Of Institutions	Average Operating Budget ($ Millions)	Percent Of Sample	Cumulative Percent Of Sample
Under $5 Million	111	$3.0	12.7%	12.7%
$5 - $9.9 Million	160	$7.3	18.3%	31.0%
$10 - $14.9 Million	99	$12.2	11.3%	42.3%
$15 - $19.9 Million	74	$17.3	8.5%	50.8%
$20 - $29.9 Million	95	$24.6	10.9%	61.7%
$30 - $39.9 Million	68	$34.0	7.8%	69.5%
$40 - $49.9 Million	42	$45.1	4.8%	74.3%
$50 - $99.9 Million	76	$68.9	8.7%	83.0%
$100 Million And Over	112	$400.5	12.8%	95.8%
No Response	37	-	4.2%	100.0%
TOTAL	**874**		**100.0%**	
AVERAGE OPERATING BUDGET		**$72.4**		

Operating budget groups for 1988 and 1991 were compared to determine the changes in size of budget groups. There have been modest changes in the actual percent of the survey sample represented in any single budget group. This is shown in the following graph:



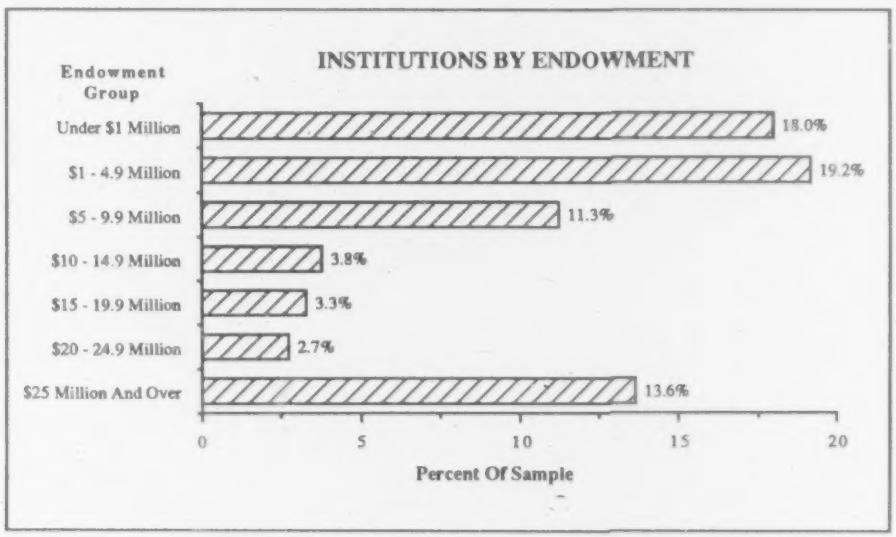
37.2 percent of the survey sample reports a total endowment of less than $5 million per year. The peer groupings based upon relative endowment size are shown below:

TABLE 112

INSTITUTIONS BY ENDOWMENT

Endowment	Number Of Institutions	Average Endowment ($ Millions)	Percent Of Sample	Cumulative Percent Of Sample
Under $1 Million	157	$0.4	18.0%	18.0%
$1 - $4.9 Million	168	$2.4	19.2%	37.2%
$5 - $9.9 Million	99	$7.0	11.3%	48.5%
$10 - $14.9 Million	33	$12.6	3.8%	52.3%
.5 - $19.9 Million	29	$17.1	3.3%	55.6%
$20 - $24.9 Million	24	$22.7	2.7%	58.4%
$25 Million And Over	119	$93.9	13.6%	72.0%
None (No Endowment)	245	–	28.0%	100.0%
TOTAL	**874**		**100.0%**	
AVERAGE ENDOWMENT		**$21.9**		

245 institutions, 28.0% of the total number of participants, indicate that they have no endowment. The chart below illustrates the relative percent of sample which is represented by each endowment group:



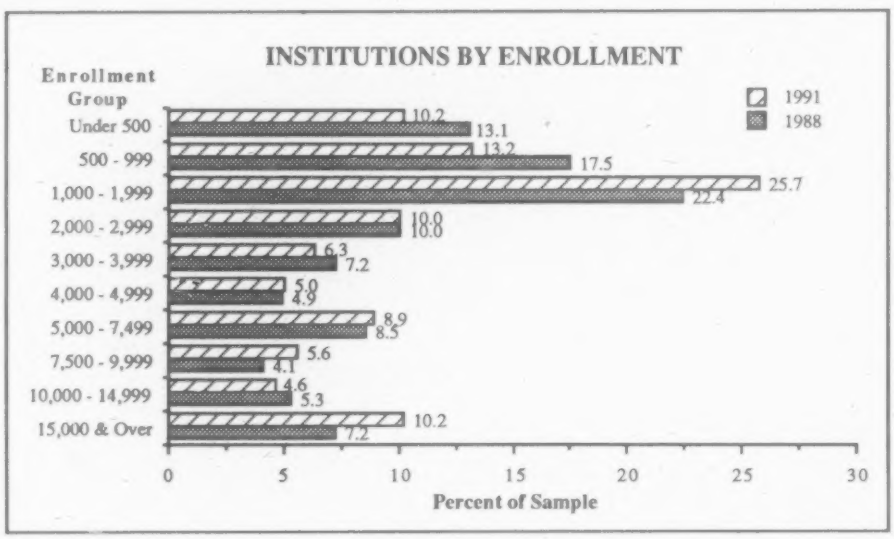
Approximately 49 percent of the colleges and universities participating in the survey enroll fewer than 2,000 students. The table below shows the size of the relative peer groupings used in this analysis:

TABLE 113

INSTITUTIONS BY ENROLLMENT

Enrollment Group	Number Of Institutions	Average Enrollment	Percent Of Sample	Cumulative Percent Of Sample
Under 500	89	281	10.2%	10.2%
500 - 999	115	760	13.2%	23.3%
1,000 - 1,999	225	1,414	25.7%	49.1%
2,000 - 2,999	87	2,396	10.0%	59.0%
3,000 - 3,999	55	3,414	6.3%	65.3%
4,000 - 4,999	44	4,412	5.0%	70.4%
5,000 - 7,499	78	6,242	8.9%	79.3%
7,500 - 9,999	49	8,563	5.6%	84.9%
10,000 - 14,999	40	12,101	4.6%	89.5%
15,000 And Over	89	37,520	10.2%	99.7%
No Response	3	-	0.3%	100.0%
TOTAL	**874**		**100.0%**	
AVERAGE ENROLLMENT		**6,603**		

The graph below compares the relative peer groupings between surveys conducted in 1988 and 1991. Peer group stratifications from prior surveys have been used in this survey and the percent of sample represented by each enrollment group is relatively consistent.



Most of the survey participants, 61.0 percent, have full time equivalent (FTE) employment under 500. The table below shows the response of 874 institutions in their respective employment size groups:

TABLE 114

INSTITUTIONS BY TOTAL FULL TIME EQUIVALENT EMPLOYMENT

Total Full Time Equivalent Employment Group	Number Of Institutions	Average Full Time Equivalent Employment	Percent Of Sample
Under 500	533	201	61.0%
500 - 999	117	693	13.4%
1,000 - 1,999	81	1,363	9.3%
2,000 - 2,999	33	2,430	3.8%
3,000 - 3,999	15	3,435	1.7%
4,000 - 4,999	8	4,621	0.9%
5,000 And Over	32	12,269	3.7%
No Response	55	-	6.3%
TOTAL	**874**		**100.0%**
AVERAGE FTE EMPLOYMENT		**1,050**	

The ratio of faculty to total FTE employees is 37.8 percent, on average, among all survey participants that provided employment data. This is up from 33.5 percent in the 1988 survey.

TABLE 115

COMPARISON OF FACULTY TO TOTAL FTE EMPLOYMENT

Total Full Time Equivalent Employment Group	Average FTE Employment By Group	Average Number Of Faculty By Group	Ratio Of Faculty To Total FTE Employment
Under 500	208	104	50.0%
500 - 999	692	287	41.5%
1,000 - 1,999	1,366	575	42.1%
2,000 - 2,999	2,430	1,191	49.0%
3,000 - 3,999	3,435	1,446	42.1%
4,000 - 4,999	4,621	1,725	37.3%
5,000 And Over	12,458	3,668	29.4%
AVERAGES	**1,063**	**402**	**37.8%**

The ratio of administrative/classified employment to total FTE employment among survey participants is 63.5 percent, on average. This is down from 66.5 percent as reported in the 1988 survey.

TABLE 116

COMPARISON OF ADMINISTRATIVE/CLASSIFIED EMPLOYMENT TO TOTAL FTE EMPLOYMENT

Total Full Time Equivalent Employment Group	Average FTE Employment By Group	Average Number Of Administrative/ Classified Employees By Group	Ratio Of Administrative/ Classified To Total FTE Employment
Under 500	204	120	58.8%
500 - 999	692	400	57.8%
1,000 - 1,999	1,368	789	57.7%
2,000 - 2,999	2,440	1,492	61.2%
3,000 - 3,999	3,475	1,972	56.8%
4,000 - 4,999	4,621	2,898	62.7%
5,000 And Over	12,679	8,747	70.0%
AVERAGES	**1,061**	**674**	**63.5%**

Tables 115 and 116 indicate that 37.8 percent of total FTE employment is made up of faculty and 63.5 percent of total FTE employment is comprised of administrative/classified employees.

There is a 50.0 to 58.8 percent (five to six) ratio of faculty to administrative/classified employees in smaller institutions (under 500 FTE employees). This contrasts with a 29.4 to 70.0 percent (three to seven) ratio in larger institutions (5,000 and over) and implies that larger institutions require greater numbers of administrative/classified employees relative to faculty.

Additional analysis of employment data shows the comparison of faculty to total enrollment. The following table indicates that there is a 5.9 percent faculty to enrollment ratio (on average) for survey respondents.

TABLE 117

COMPARISON OF FACULTY TO ENROLLMENT

Full Time Equivalent Enrollment	Average Enrollment By Group	Average Faculty By Group	Ratio Of Faculty To Enrollment
Under 500	278	30	10.8%
500 - 999	759	53	7.0%
1,000 - 1,999	1,443	87	6.0%
2,000 - 2,999	2,399	260	10.8%
3,000 - 3,999	3,413	176	5.2%
4,000 - 4,999	4,399	250	5.7%
5,000 - 7,499	6,258	343	5.5%
7,500 - 9,999	8,593	457	5.3%
10,000 - 14,999	12,115	731	6.0%
15,000 And Over	38,040	2144	5.6%
AVERAGES	**6,835**	**402**	**5.9%**

The ratio of administrative/classified employees to enrollment is 9.9 percent (on average) among survey respondents. This is down from 12.1 percent as reported in 1988.

TABLE 118

COMPARISON OF ADMINISTRATIVE/CLASSIFIED EMPLOYEES TO ENROLLMENT

Full Time Equivalent Enrollment	Average Enrollment By Group	Average Administrative/ Classified Employees By Group	Ratio Of Administrative/ Classified Employees To Enrollment
Under 500	281	55	19.6%
500 - 1,000	762	82	10.8%
1,000 - 2,000	1,449	140	9.7%
2,000 - 3,000	2,399	235	9.8%
3,000 - 4,000	3,413	254	7.4%
4,000 - 5,000	4,399	513	11.7%
5,000 - 7,500	6,299	509	8.1%
7,500 - 10,000	8,565	656	7.7%
10,000 - 15,000	12,115	1,075	8.9%
Over 15,000	38,184	4,017	10.5%
AVERAGE	**6,826**	**674**	**9.9%**

These tables indicate that there are approximately six faculty members (on average) for each 100 enrolled students and approximately 10 administrative/clerical employees (on average) for each 100 enrolled students among the survey sample of 874 institutions.

The largest numbers of participating institutions are located in the North Central and Northeast regions of the country as shown below:

TABLE 119

INSTITUTIONS BY GEOGRAPHIC LOCATION

Institution Classification	North East	South East	North Central	South Central	West Coast	United States
Research University	7	10	14	3	1	35
Other Doctoral Granting University	5	6	10	11	3	35
Comprehensive University	44	31	41	28	34	178
Baccalaureate College	74	54	85	17	16	246
Specialized Institution	20	9	16	5	6	56
Two Year College	59	93	61	32	22	267
Administrative Office of a System	9	7	10	10	7	43
TOTAL	**218**	**210**	**237**	**106**	**89**	**860**

* 11 institutions are located outside the boundaries of the lower 48 states, including: Alaska; Hawaii and other U.S. Territories. These institutions are not included in this table, and 3 institutions did not provide geographic information needed for this analysis.

APPENDICES

LIST OF PARTICIPATING INSTITUTIONS

THE ACADEMY OF THE NEW CHURCH/BRYN ATHYN, PA
ADELPHI UNIVERSITY/GARDEN CITY, NY
AIKEN TECHNICAL COLLEGE/AIKEN, SC
ALABAMA AVIATION AND TECHNICAL COLLEGE/OZARK, AL
ALBERTUS MAGNUS COLLEGE/NEW HAVEN, CT
ALBUQUERQUE TECHNICAL VOCATIONAL INSTITUTE /ALBUQUERQUE, NM
ALMA COLLEGE/ALMA, MI
ALVERNO COLLEGE/MILWAUKEE, WI
AMARILLO COLLEGE/AMARILLO, TX
AMERICAN GRADUATE SCHOOL OF INTERNATIONAL MANAGEMENT/GLENDALE, AZ
AMERICAN SCHOOL OF PROFESSIONAL PSYCHOLOGY/CHICAGO, IL
ANDOVER NEWTON THEOLOGICAL SCHOOL/NEWTON CENTER, MA
ANDREW COLLEGE/CUTHBERT, GA
ANNA MARIA COLLEGE/PAXTON, MA
ANNE ARUNDEL COMMUNITY COLLEGE/ARNOLD, MD
ANNENBERG RESEARCH INSTITUTE/PHILADELPHIA, PA
AQUINAS INSTITUTE OF THEOLOGY/ST LOUIS, MO
ARAPAHOE COMMUNITY COLLEGE/LITTLETON, CO
ARIZONA BOARD OF REGENTS/PHOENIX, AZ
ARIZONA COLLEGE OF THE BIBLE/PHOENIX, AZ
ARIZONA STATE UNIVERSITY/TEMPE, AZ
ARIZONA WESTERN COLLEGE/YUMA, AZ
ARKANSAS STATE UNIVERSITY/BEEBE, AR
ARKANSAS STATE UNIVERSITY/STATE UNIVERSITY, AR
ART CENTER COLLEGE OF DESIGN/PASADENA, CA
THE ART INSTITUTE OF ATLANTA/ATLANTA, GA
ART INSTITUTE OF SOUTHERN CALIFORNIA/LAGUNA BEACH, CA
ASSUMPTION COLLEGE FOR SISTERS/MENDHAM, NJ
ASSUMPTION COLLEGE/WORCESTER, MA
ATHENS STATE COLLEGE/ATHENS, AL
ATLANTA METROPOLITAN COLLEGE/ATLANTA, GA
AUBURN UNIVERSITY/AUBURN, AL
AUBURN UNIVERSITY/MONTGOMERY, AL
AUGUSTA COLLEGE/AUGUSTA, GA
AUGUSTANA COLLEGE/ROCK ISLAND, IL
AURORA UNIVERSITY/AURORA, IL
AUSTIN COLLEGE/SHERMAN, TX
AVERETT COLLEGE/DANVILLE, VA
AVILA COLLEGE/KANSAS CITY, MO
BAKER COLLEGE/FLINT, MI
BARD COLLEGE/NEW YORK, NY
BARSTOW COLLEGE/BARSTOW, CA
BARTLESVILLE WESLEYAN COLLEGE/BARTLESVILLE, OK
BAY PATH COLLEGE/LONGMEADOW, MA
BAYAMON CENTRAL UNIVERSITY/BAYAMON, PR
BAYLOR COLLEGE OF DENTISTRY/DALLAS, TX
BEAUFORT COUNTY COMMUNITY COLLEGE/WASHINGTON, NC
BELLARMINE COLLEGE/LOUISVILLE, KY
BELLIN COLLEGE OF NURSING/GREEN BAY, WI
BELMONT ABBEY COLLEGE/BELMONT, NC
BELMONT COLLEGE/NASHVILLE, TN
BELMONT TECHNICAL COLLEGE/ST. CLAIRSVILLE, OH
BEMIDJI STATE UNIVERSITY/BEMIDJI, MN
BERKLEE COLLEGE OF MUSIC/BOSTON, MA
BERRY COLLEGE/ROME, GA
BESSEMER STATE TECHNICAL COLLEGE/BESSEMER, AL
BETHANY COLLEGE/BETHANY, WV
BETHEL COLLEGE/MISHAWAKA, IN
BETHEL COLLEGE/ST. PAUL, MN
BISHOP STATE COMMUNITY COLLEGE/MOBILE, AL
BISMARCK STATE COLLEGE/BISMARCK, ND
BLACK HAWK COLLEGE/MOLINE, IL
BLACK HILLS STATE UNIVERSITY/SPEARFISH, SD
BLADEN COMMUNITY COLLEGE/DUBLIN, NC
BLANTON'S COLLEGE/ASHEVILLE, NC
BLUE MOUNTAIN COMMUNITY COLLEGE/PENDLETON, OR
BLUEFIELD COLLEGE/BLUEFIELD, VA
BOWIE STATE UNIVERSITY/BOWIE, MD
BOWLING GREEN STATE UNIVERSITY/BOWLING GREEN, OH
BRADLEY UNIVERSITY/PEORIA, IL
BRAZOSPORT COLLEGE/LAKE JACKSON, TX
BREWER STATE COMMUNITY COLLEGE/FAYETTE, AL
BRIAR CLIFF COLLEGE/SIOUX CITY, IA
BRIDGEWATER COLLEGE/BRIDGEWATER, VA
BRIDGEWATER STATE COLLEGE/BRIDGEWATER, MA
BRISTOL COMMUNITY COLLEGE/FALL RIVER, MA
BROOME COMMUNITY COLLEGE/BINGHAMTON, NY
BUCKS COUNTY COMMUNITY COLLEGE/NEWTOWN, PA
BUENA VISTA COLLEGE/STORM LAKE, IA
BUNKER HILL COMMUNITY COLLEGE/BOSTON, MA
CALIFORNIA BAPTIST COLLEGE/RIVERSIDE, CA
CALIFORNIA LUTHERAN UNIVERSITY/THOUSAND OAKS, CA
CALIFORNIA POLYTECHNIC/POMONA, CA
CALIFORNIA POLYTECHNIC/SAN LUIS OBISPO, CA
CALIFORNIA SCHOOL OF PROFESSIONAL PSYCHOLOGY/SAN DIEGO, CA
CALIFORNIA SCHOOL OF PROFESSIONAL PSYCHOLOGY/SAN FRANCISCO, CA
CALIFORNIA STATE UNIVERSITY - SYSTEM/LONG BEACH, CA
CALIFORNIA STATE UNIVERSITY/BAKERSFIELD, CA
CALIFORNIA STATE UNIVERSITY/CARSON, CA
CALIFORNIA STATE UNIVERSITY/CHICO, CA
CALIFORNIA STATE UNIVERSITY/FRESNO, CA
CALIFORNIA STATE UNIVERSITY/FULLERTON, CA
CALIFORNIA STATE UNIVERSITY/HAYWARD, CA
CALIFORNIA STATE UNIVERSITY/LONG BEACH, CA
CALIFORNIA STATE UNIVERSITY/LOS ANGELES, CA
CALIFORNIA STATE UNIVERSITY/NORTHRIDGE, CA
CALIFORNIA STATE UNIVERSITY/SACRAMENTO, CA
CALIFORNIA STATE UNIVERSITY/SAN BERNARDINO, CA
CALIFORNIA STATE UNIVERSITY/SAN MARCOS, CA
CALIFORNIA STATE UNIVERSITY/TURLOCK, CA
CARDINAL STRITCH COLLEGE/MILWAUKEE, WI
CARSON-NEWMAN COLLEGE/JEFFERSON CITY, TN
CARVER STATE TECHNICAL COLLEGE/MOBILE, AL
CASTLETON STATE COLLEGE/CASTLETON, VT
CATAWBA COLLEGE/SALISBURY, NC
CATHOLIC THEOLOGICAL UNION/CHICAGO, IL
CATONSVILLE COMMUNITY COLLEGE/CATONSVILLE, MD
CECIL COMMUNITY COLLEGE/NORTH EAST, MD
CEDARVILLE COLLEGE/CEDARVILLE, OH
CENTRAL ALABAMA COMMUNITY COLLEGE/ALEXANDER CITY, AL
CENTRAL FLORIDA COMMUNITY COLLEGE/OCALA, FL
CENTRAL MAINE TECHNICAL COLLEGE/AUBURN, ME
CENTRAL METHODIST COLLEGE/FAYETTE, MO
CENTRAL MISSOURI STATE UNIVERSITY/WARRENSBURG, MO
CENTRAL STATE UNIVERSITY/EDMOND, OK
CENTRAL STATE UNIVERSITY/WILBERFORCE, OH
CENTRAL UNIVERSITY OF IOWA/CENTRAL/PELLA, IA
CENTRAL WASHINGTON UNIVERSITY/ELLENSBURG, WA
CENTRALIA COLLEGE/CENTRALIA, WA
CERRITOS COMMUNITY COLLEGE DISTRICT/NORWALK, CA
CHADRON STATE COLLEGE/CHADRON, NE
CHARTER OAK COLLEGE/FARMINGTON, CT
CHATFIELD COLLEGE/SAINT MARTIN, OH
CHATHAM COLLEGE/PITTSBURGH, PA
CHATTAHOOCHEE VALLEY STATE COMMUNITY COLLEGE/PHENIX CITY, AL
CHEMEKETA COMMUNITY COLLEGE/SALEM, OR
CHIPPEWA VALLEY TECHNICAL COLLEGE/EVA CLAIRE, WI
CHRIST COLLEGE/IRVINE, CA
CHRISTIAN BROTHERS UNIVERSITY/MEMPHIS, TN
CHRISTIAN HERITAGE COLLEGE/EL CAJON, CA
CHRISTIAN THEOLOGICAL SEMINARY/INDIANAPOLIS, IN
CHURCH DIVINITY SCHOOL OF THE PACIFIC/BERKELEY, CA
CHURCH OF GOD SCHOOL OF THEOLOGY/CLEVELAND, TN
CINCINNATI TECHNICAL COLLEGE/CINCINNATI, OH
THE CITADEL, MILITARY COLLEGE & SCHOOL/CHARLESTON, SC
CITY UNIVERSITY OF NEW YORK - QUEENS COLLEGE /FLUSHING, NY
CITY UNIVERSITY/BELLEVUE, WA
CLARK COLLEGE/VANCOUVER, WA
CLEAR CREEK BAPTIST BIBLE COLLEGE/PINEVILLE, KY
CLEVELAND COMMUNITY COLLEGE/SHELBY, NC
CLINCH VALLEY COLLEGE/WISE, VA
CLOVIS COMMUNITY COLLEGE/CLOVIS, NM
COCHISE COLLEGE/DOUGLAS, AZ
COFFEYVILLE COMMUNITY COLLEGE/COFFEYVILLE, KS
COKER COLLEGE/HARTSVILLE, SC
COLLEGE MISERICORDIA/DALLAS, PA
COLLEGE OF AERONAUTICS/FLUSHING, NY
COLLEGE OF DUPAGE/GLENN ELLYN, IL
COLLEGE OF GREAT FALLS/GREAT FALLS, MT
COLLEGE OF MARIN/KENTFIELD, CA
COLLEGE OF MOUNT SAINT VINCENT/BRONX, NY
COLLEGE OF SAINT BENEDICT/ST. JOSEPH, MN
THE COLLEGE OF SAINT ROSE/ALBANY, NY
THE COLLEGE OF STATEN ISLAND/STATEN ISLAND, NY
COLLEGE OF ST. SCHOLASTICA/DULUTH, MN
COLLEGE OF THE CANYONS/SANTA CLARITA, CA
COLLEGE OF THE MAINLAND/TEXAS CITY, TX
COLORADO CHRISTIAN UNIVERSITY/LAKEWOOD, CO
COLORADO COMMISSION ON HIGHER EDUCATION/DENVER, CO

APPENDIX A

COLORADO COMMUNITY COLLEGE OCCUPATIONAL EDUCATION SYSTEM/DENVER, CO
COLORADO MOUNTAIN COLLEGE/GLENWOOD SPRINGS, CO
COLORADO NORTH WESTERN COMMUNITY COLLEGE/RANGELY, CO
COLORADO SCHOOL OF MINES/GOLDEN, CO
COLUMBIA BASIN COLLEGE/PASCO, WA
COLUMBIA COLLEGE OF NURSING/MILWAUKEE, WI
COLUMBIA COLLEGE/COLUMBIA, MO
COLUMBIA COLLEGE/COLUMBIA, SC
COLUMBUS COLLEGE/COLUMBUS, GA
COLUMBUS STATE COMMUNITY COLLEGE/COLUMBUS, OH
COMMONWEALTH COLLEGE/VIRGINIA BEACH, VA
COMMUNITY COLLEGE OF ALLEGHENY COUNTY
COMMUNITY COLLEGE OF BEAVER COUNTY/MONACA, PA
COMMUNITY COLLEGE OF PHILADELPHIA/PHILADELPHIA, PA
COMMUNITY COLLEGE OF THE FINGER LAKES/CANANDAIGUA, NY
CONCORDIA COLLEGE/ST. PAUL, MN
CONNECTICUT STATE UNIVERSITY/NEW BRITAIN, CT
THE COOPER UNION/NEW YORK, NY
CORCORAN SCHOOL OF ART/WASHINGTON, DC
COTTEY JUNIOR COLLEGE/NEVADA, MO
COVENANT COLLEGE/LOOKOUT MOUNTAIN, TN
COWLEY COUNTY COMMUNITY COLLEGE/ARKANSAS CITY, KS
CRAFTON HILLS COLLEGE/YUCAIPA, CA
DABNEY S. LANCASTER COMMUNITY COLLEGE/CLIFTON FORGE, VA
DAKOTA STATE UNIVERSITY/MADISON, SD
DALLAS COUNTY COMMMUNITY COLLEGE DISTRICT/DALLAS, TX
DANIEL WEBSTER COLLEGE/NASHUA, NH
DAVIDSON COLLEGE/DAVIDSON, NC
DAVIS & ELKINS COLLEGE/ELKINS, WV
DAYTONA BEACH COMMUNITY COLLEGE/DAYTONA BEACH, FL
DEAN JUNIOR COLLEGE/FRANKLIN, MA
THE DEFIANCE COLLEGE/DEFIANCE, OH
DEKALB COLLEGE/DECATUR, GA
DELAWARE COMMUNITY COLLEGE/MEDIA, PA
DELAWARE VALLEY COLLEGE/DOYLESTOWN, PA
DELGADO COMMUNITY COLLEGE/NEW ORLEANS, LA
DELTA STATE UNIVERSITY/CLEVELAND, MS
DICKINSON COLLEGE/CARLISLE, PA
DIXIE COLLEGE/ST GEORGE, UT
DODGE CITY COMMUNITY COLLEGE/DODGE CITY, KS
DORDT COLLEGE/SIOUX CENTER, IA
DOUGLAS MAC ARTHUR STATE TECHNICAL COLLEGE/OPP, AL
DREXEL UNIVERSITY/PHILADELPHIA, PA
DUTCHESS COMMUNITY COLLEGE/POUGHKEEPSIE, NY
D'YOUVILLE COLLEGE/BUFFALO, NY
EARLHAM COLLEGE/RICHMOND, IN
EAST ARKANSAS COMMUNITY COLLEGE/FORREST CITY, AR
EAST GEORGIA COLLEGE/SWAINSBORO, GA
EAST TENNESSEE STATE UNIVERSITY/JOHNSON CITY, TN
EAST TEXAS STATE UNIVERSITY/TEXARCANA, TX
EASTERN CONNECTICUT STATE UNIVERSITY/WILLIMANTIC, CT
EASTERN ILLINOIS UNIVERSITY/CHARLESTON, IL
EASTERN MAINE TECHNICAL SYSTEM/BANGOR, ME
EASTERN MICHIGAN UNIVERSITY/YPSILANTI, MI
EASTERN MONTANA COLLEGE/BILLINGS, MT
EASTERN WASHINGTON UNIVERSITY/CHENEY, WA
ECKERD COLLEGE/ST. PETERSBURG, FL
EDGEWOOD COLLEGE/MADISON, WI
EDINBORO UNIVERSITY OF PENNSYLVANIA/EDINBORO, PA
EDISON COMMUNITY COLLEGE/FORT MEYERS, FL
ELIZABETHTOWN COMMUNITY COLLEGE/ELIZABETHTOWN, KY
ELMHURST COLLEGE/ELMHURST, IL
ELMIRA COLLEGE/ELMIRA, NY
EMORY AND HENRY COLLEGE/EMORY, VA
EMPORIA STATE UNIVERSITY/EMPORIA, KS
ENTERPRISE STATE JUNIOR COLLEGE/ENTERPRISE, AL
ERIE BUSINESS CENTER/ERIC, PA
ERIE COMMUNITY COLLEGE/ORCHARD PARK, NJ
EUREKA COLLEGE/EUREKA, IL
EVANGEL COLLEGE/SPRINGFIELD, MO
FAIRFIELD UNIVERSITY/FAIRFIELD, CT
FAULKNER STATE JUNIOR COLLEGE/BAY MINETTE, AL
FAYETTEVILLE TECHNICAL COMMUNITY COLLEGE/FAYETTEVILLE, NC
FEATHER RIVER COMMUNITY COLLEGE/QUENCY, CA
THE FIELDING INSTITUTE/SANTA BARBARA, CA
FITCHBURG STATE COLLEGE/FITCHBURG, MA
FLORIDA AGRICULTURAL AND MECHANICAL UNIVERSITY/TALLAHASSEE, FL
FLORIDA ATLANTIC UNIVERSITY/BOCA RATON, FL
FOX VALLEY TECHNICAL COLLEGE/APPLETON, WI
FRANCIS MARION COLLEGE/FLORENCE, SC
FRANKLIN COLLEGE OF INDIANA/FRANKLIN, IN
FRANKLIN PIERRE COLLEGE/RINGER, NH
FREED-HARDEMAN UNIVERSITY/HENDERSON, TN
FRESNO PACIFIC COLLEGE/FRESNO, CA
FROSTBURG STATE UNIVERSITY/FROSTBURG, MD
FUNDACION EDUCATION ANA G. MENDEZ/RIO PEDRAS, PR
GADSDEN STATE COMMUNITY COLLEGE/GADSDEN, AL
GANNON UNIVERSITY/ERIE, PA
GARDNER-WEBB COLLEGE/BOILING SPRINGS, NC
GENESEE COMMUNITY COLLEGE/BATAVIA, NY
GENEVA COLLEGE/BEAVER FALLS, PA
GEORGE C. WALLACE STATE COMMUNITY COLLEGE/SELMA, AL
GEORGE MASON UNIVERSITY/FAIRFAX, VA
GEORGIA SOUTHERN UNIVERSITY/STATESBORO, GA
GERMANNA COMMUNITY COLLEGE/LOCUST GROVE, VA
GETTYSBURG COLLEGE/GETTYSBURG, PA
GLASSBORO STATE COLLEGE/GLASSBORO, NJ
GLEN OAKS COMMUNITY COLLEGE/CENTERVILLE, MI
GOLDEN GATE UNIVERSITY/SAN FRANCISCO, CA
GORDON-CONWELL THEOLOGICAL SEMINARY/SOUTH HAMILTON, MA
GOSHEN COLLEGE/GOSHEN, IN
GOVERNORS STATE UNIVERSITY/UNIVERSITY PARK, IL
GRACELAND COLLEGE/LAMONI, IA
GRAND CANYON UNIVERSITY/PHOENIX, AZ
GRAND VALLEY STATE UNIVERSITY/ALLENDALE, MI
GRAND VIEW COLLEGE/DES MOINES, IA
GREEN MOUNTAIN COLLEGE/POULTNEY, VT
GREENFIELD COMMUNITY COLLEGE/GREENFIELD, MA
GREENSBORO COLLEGE/GREENSBORO, NC
HAMILTON COLLEGE/CLINTON, NY
HANOVER COLLEGE/HANOVER, IN
HARDING UNIVERSITY GRADUATE SCHOOL/MEMPHIS, TN
HARRY M. AYERS STATE TECHNICAL COLLEGE/ANNISTON, AL
HARTFORD GRADUATE CENTER/HARTFORD, CT
HARTFORD SEMINARY/HARTFORD, CT
HASTINGS COLLEGE/HASTINGS, NE
HAYWOOD COMMUNITY COLLEGE/CLYDE, NC
HENDRIX COLLEGE/CONWAY, AR
HENRY FORD COMMUNITY COLLEGE/DEARBORN, MI
HERKIMER COUNTY COMMUNITY COLLEGE/HERKIMER, NY
HIGHLINE COMMUNITY COLLEGE/MIDWAY, WA
HILBERT COLLEGE/HAMBURG, NJ
HIRAM COLLEGE/HIRAM, OH
HIWASSER COLLEGE/MADISONVILLE, TN
HOBSON STATE TECHNICAL COLLEGE/THOMASVILLE, AL
HOLY FAMILY COLLEGE/PHILADELPHIA, PA
HOLY NAMES COLLEGE/OAKLAND, CA
HOLYOKE COMMUNITY COLLEGE/HOLYOKE, MA
HOOD COLLEGE/FREDERICK, MD
HORRY-GEORGETOWN TECHNICAL COLLEGE/CONWAY, SC
HOUGHTON COLLEGE/HOUGHTON, NY
HOUSATONIC COMMUNITY COLLEGE/BRIDGEPORT, CT
HOUSTON BAPTIST UNIVERSITY/HOUSTON, TX
HOUSTON COMMUNITY COLLEGE SYSTEM/HOUSTON, TX
HOWARD COLLEGE/BIG SPRING, TX
HUDSON COUNTY COMMUNITY COLLEGE/JERSEY CITY, NJ
HUDSON VALLEY COMMUNITY COLLEGE/TROY, NY
HUMBOLDT STATE UNIVERSITY/ARCATA, CA
HUMPHREYS COLLEGE/STOCKTON, CA
HUTCHINSON COMMUNITY COLLEGE/HUTCHINSON, KS
IDAHO STATE UNIVERSITY/POCATELLO, ID
ILLINOIS COLLEGE/JACKSONVILLE, IL
ILLINOIS EASTERN COMMUNITY COLLEGE/OLNEY, IL
ILLINOIS STATE UNIVERSITY/NORMAL, IL
ILLINOIS WESLEYAN UNIVERSITY/BLOOMINGTON, IL
IMMACULATA COLLEGE/IMMACULATA, PA
INDIANA UNIVERSITY OF PENNSYLVANIA/INDIANA, PA
INDIANA UNIVERSITY PURDUE UNIVERSITY/FORT WAYNE, IN
INDIANA UNIVERSITY PURDUE UNIVERSITY/INDIANAPOLIS, IN
INDIANA UNIVERSITY/BLOOMINGTON, IN
INDIANA UNIVERSITY/RICHMOND, IN
INDIANA VOCATIONAL TECHNICAL COLLEGE/LAFAYETTE, IN
INTER AMERICAN UNIVERSITY OF PUERTO RICO/BARRANQUITAS, PR
INTER AMERICAN UNIVERSITY OF PUERTO RICO/SAN JUAN, PR
INTERDENOMINATIONAL THEOLOGICAL CENTER/ATLANTA, GA
IOWA VALLEY COMMUNITY COLLEGE/MARSHALLTOWN, IA
IOWA WESLEYAN COLLEGE/MOUNT PLEASANT, IA
ITHACA COLLEGE/ITHACA, NY
JACKSONVILLE STATE UNIVERSITY/JACKSONVILLE, AL
JAMES MADISON UNIVERSITY/HARRISONBURG, VA
JAMES SPRUNT COMMUNITY COLLEGE/KENANSVILLE, NC
JAMESTOWN COLLEGE/JAMESTOWN, ND
JARVIS CHRISTIAN COLLEGE/HAWKINS, TX
JEFFERSON COMMUNITY COLLEGE/WATERTOWN, NY
JEFFERSON DAVIS STATE JUNIOR COLLEGE/AL
JEFFERSON STATE JUNIOR COLLEGE/BIRMINGHAM, AL
JOHN BROWN UNIVERSITY/SILOAM SPRINGS, AR
JOHN B. STETSON UNIVERSITY/DELAND, FL
JOHN M. PATTERSON STATE TECHNICAL COLLEGE/MONTGOMERY, AL

JOHN TYLER COMMUNITY COLLEGE/CHESTER, VA
JOHN WOOD COMMUNITY COLLEGE/QUINCY, IL
JOHNSON COUNTY COMMUNITY COLLEGE/OVERLAND PARK, KS
JOHNSON STATE COLLEGE/JOHNSON, VT
JUNIATA COLLEGE/HUNTINGDON, PA
J.F. DRAKE STATE TECHNICAL COLLEGE/HUNTSVILLE, AL
J.F. INGRAM STATE TECHNICAL COLLEGE/DEATSVILLE, AL
KALAMAZOO COLLEGE/KALAMAZOO, MI
KANSAS STATE UNIVERSITY/MANHATTAN, KS
KAPIOLANI COMMUNITY COLLEGE/HONOLULU, HI
KEARNEY STATE COLLEGE/KEARNEY, NE
KELLOGG COMMUNITY COLLEGE/BATTLE CREEK, MI
KENNEBEC VALLEY TECHNICAL SYSTEM/FAIRFIELD, ME
KENT STATE UNIVERSITY ASHTABULA/ASHTABULA, OH
KEUKA COLLEGE/KEUKA PARK, NY
KING'S COLLEGE/WILKES-BARRE, PA
KIRTLAND COMMUNITY COLLEGE/ROSCOMMON, MI
LA MONTANA REGIONAL COLLEGE - UNIVERSITY OF PUERTO RICO/PR
LAC COURTES ORYVILLES OJIBWA COMMUNITY COLLEGE/HAYWOOD, WI
LAGRANGE COLLEGE/LAGRANGE, GA
LAKE CITY COMMUNITY COLLEGE/LAKE CITY, FL
LAKE ERIC COLLEGE/PAINESVILLE, OH
LAKE FOREST COLLEGE/LAKEFOREST, IL
LAKE SUPERIOR STATE UNIVERSITY/SAULT SAINTE MARIE, MI
LAKELAND COLLEGE/SHEBOYGAN, WI
LAKELAND COMMUNITY COLLEGE/MENTOR, OH
LAKESHORE TECHNICAL COLLEGE/CLEVELAND, WI
LAMAR COMMUNITY COLLEGE/LAMAR, CO
LAMAR UNIVERSITY-BEAUMONT/BEAUMONT, TX
LAMETTE COMMUNITY COLLEGE/PARSON, KS
LANCASTER BIBLE COLLEGE/LANCASTER, PA
LANDER COLLEGE/GREENWOOD, SC
LANGSTON UNIVERSITY/LANGSTON, OK
LARAMIE COUNTY COMMUNITY COLLEGE/CHEYENNE, WY
LASELL COLLEGE/NEWTON, MA
LAWRENCE TECHNOLOGICAL UNIVERSITY/SOUTHFIELD, MI
LAWRENCE UNIVERSITY/APPLETON, WI
LAWSON STATE COMMUNITY COLLEGE/BIRMINGHAM, AL
LEES-MCRAE COLLEGE/BANNER ELK, NC
LEEWARD COMMUNITY COLLEGE/PEARL CITY, HI
LETOURNEAU UNIVERSITY/LONGVIEW, TX
LIMESTONE COLLEGE/GAFFNEY, SC
LINCOLN COLLEGE/LINCOLN, IL
LINCOLN UNIVERSITY/JEFFERSON CITY, MO
LINDSEY WILSON COLLEGE/COLUMBIA, KY
LINFIELD COLLEGE/MCMINNVILLE, OR
LOCK HAVEN UNIVERSITY/LOCK HAVEN, PA
LON MORRIS COLLEGE/JACKSONVILLE, TX
LONG ISLAND UNIVERSITY/GREENVALE, NY
LONGWOOD COLLEGE/FARMVILLE, VA
LORAS COLLEGE/DUBUQUE, IA
LOS ANGELES COMMUNITY COLLEGE DISTRICT/LOS ANGELES, CA
LOS RIOS COMMUNITY COLLEGE DIST/SACRAMENTO, CA
LOUISIANA STATE UNIVERSITY/ALEXANDRIA, LA
LOUISIANA STATE UNIVERSITY/EUNICE, LA
LOUISVILLE PRESBYTERIAN THEOLOGICAL SEMINARY/LOUISVILLE, KY
LOWER COLUMBIA COLLEGE/LONGVIEW, WA
LOYOLA COLLEGE/BALTIMORE, MD
LOYOLA UNIVERSITY/NEW ORLEANS, LA
LUBBOCK CHRISTIAN UNIVERSITY/LUBBOCK, TX
LUTHERAN THEOLOGICAL SOUTHERN SEMINARY/COLUMBIA, SC
LUZERNE COUNTY COMMUNITY COLLEGE/MANTICOKE, PA
LYCOMING COLLEGE/WILLIAMSPORT, PA
L.B. WALLACE STATE COMMUNITY COLLEGE/ANDALUSIA, AL
MACCORMAC COLLEGE/ELMHURST, IL
MADISONVILLE COMMUNITY COLLEGE/MADISONVILLE, KY
MAINE TECHNICAL COLLEGE SYSTEM/AUGUSTA, ME
MANATEE COMMUNITY COLLEGE/BRADENTON, FL
MANHATTAN COLLEGE/BRONX, NY
MANHATTANVILLE COLLEGE/PURCHASE, NY
MANSFIELD UNIVERSITY/MANSFIELD, PA
MARIETTA COLLEGE/MARIETTA, OH
MARION TECHNICAL COLLEGE/MARION, OH
MARIST/POUGHKEEPSIE, NY
MARY BALDWIN COLLEGE/STAUNTON, VA
MARY WASHINGTON COLLEGE/FREDERICKSBURG, VA
MARYGROVE COLLEGE/DETROIT, MI
MARYKNOLL SCHOOL OF THEOLOGY/MARYKNOLL, NY
MARYLAND COLLEGE OF ART AND DESIGN/SILVER SPRING, MD
MC HENRY COUNTY COLLEGE/CRYSTAL LAKE, IL
MC KENDREE COLLEGE/LEBANON, IL
MCKENZIE COLLEGE/CHATTANOOGA, TN
MCNEESE STATE UNIVERSITY/LAKE CHARLES, LA
MEADVILLE/LOMBARD THEOLOGICAL SCHOOL/CHICAGO, IL
MEMPHIS STATE UNIVERSITY/MEMPHIS, TN
MEMPHIS THEOLOGICAL SEMINARY/MEMPHIS, TN
MENNONITE BRETHREN BIBLICAL SEMINARY/FRESNO, CA
METHODIST THEOLOGICAL SCHOOL/DELAWARE, OH
METRO COMMUNITY COLLEGE/OMAHA, NE
METROPOLITAN COMMUNITY COLLEGE/KANSAS CITY, MO
METROPOLITAN STATE COLLEGE OF DENVER/DENVER, CO
METROPOLITAN STATE UNIVERSITY/ST. PAUL, MN
MGH INSTITUTE OF HEALTH PROFESSIONS/BOSTON, MA
MIAMI-DADE COMMUNITY COLLEGE/MIAMI, FL
MICHIGAN STATE UNIVERSITY/EAST LANSING, MI
MIDDLESEX COMMUNITY COLLEGE/MIDDLETOWN, CT
MIDLAND LUTHERAN COLLEGE/FREMONT, NE
MIDWAY COLLEGE/MIDWAY, KY
MID-PLAINS COMMUNITY COLLEGE/NORTH PLATTE, NE
MILES COMMUNITY COLLEGE/MILES CITY, MT
MILLERSVILLE UNIVERSITY/MILLERSVILLE, PA
MILLIKIN UNIVERSITY/DECATUR, IL
MILWAUKEE AREA TECHNICAL COLLEGE/MILWAUKEE, WI
MINERAL AREA COLLEGE/FLAT RIVER, MO
MINNESOTA STATE UNIVERSITY SYSTEM/ST. PAUL, MN
MINNESOTA TECHNICAL COLLEGE SYSTEM/ST. PAUL, MN
MIRA COSTA COLLEGE/OCEANSIDE, CA
MISSISSIPPI GULF COAST COMMUNITY COLLEGE/PERKINSTON, MS
MISSOURI SOUTHERN STATE COLLEGE/JOPLIN, MO
MITCHELL COLLEGE/NEW LONDON, CT
MOHAWK VALLEY COMMUNITY COLLEGE/UTICA, NY
MONMOUTH COLLEGE/WEST LONG BRANCH, NJ
MONROE COMMUNITY COLLEGE/ROCHESTER, NY
MONTANA TECHNICAL/BUTTE, MT
MONTCALM COMMUNITY COLLEGE/SIDNEY, MI
MONTCLAIR STATE COLLEGE/UPPER MONTCLAIR, NJ
MONTREAT-ANDERSON COLLEGE/MONTREAT, NC
MOORE COLLEGE OF ART & DESIGN/PHILADELPHIA, PA
MOORHEAD STATE UNIVERSITY/MOORHEAD, MN
MOREHEAD STATE UNIVERSITY/MOREHEAD, KY
MOUNT UNION COLLEGE/ALLIANCE, OH
MUHLENBERG COLLEGE/ALLENTOWN, PA
MURRAY STATE COLLEGE/TISHOMINGO, OK
MUSKINGUM COLLEGE/NEW CONCORD, OH
NASHOTAH HOUSE/NASHOTAH, WI
NASHVILLE TECHNICAL/NASHVILLE, TN
NASSAU COMMUNITY COLLEGE/GARDEN CITY, NY
NATIONAL COLLEGE OF CHIROPRACTIC/LOMBARD, IL
NATIONAL COLLEGE/RAPID CITY, SD
NAZARETH COLLEGE OF ROCHESTER/ROCHESTER, NY
NAZARETH COLLEGE/KALAMAZOO, MI
NEUMANN COLLEGE/ASTON, PA
NEW BRUNSWICK THEOLOGICAL SEMINARY/NEW BRUNSWICK, NJ
NEW ENGLAND CONSERVATORY/BOSTON, MA
NEW HAMPSHIRE COLLEGE/MANCHESTER, NH
NEW HAMPSHIRE TECHNICAL COLLEGE /BERLIN/BERLIN, NH
NEW MEXICO HIGHLANDS UNIVERSITY/LAS VEGAS, NM
NEW MEXICO STATE UNIVERSITY/ALAMOGORDO, NM
NEW YORK CHIROPRACTIC COLLEGE/GLEN HEAD, NY
NEW YORK THEOLOGICAL SEMINARY/NEW YORK, NY
NIAGARA COUNTY COMMUNITY COLLEGE/SANBORA, NY
NIAGARA UNIVERSITY/NIAGARA, NY
NICHOLLS STATE UNIVERSITY/THIBODAUX, LA
NORTH ADAMS STATE COLLEGE/NORTH ADAMS, MA
NORTH ARKANSAS COMMUNITY COLLEGE/HARRISON, AR
NORTH CAROLINA AGRICULTURAL & TECHNICAL STATE UNIVERSITY/GREENSBORO, NC
NORTH CAROLINA CENTRAL UNIVERSITY/DURHAM, NC
NORTH CENTRAL MISSOURI COLLEGE/TRENTON, MO
NORTH DAKOTA STATE UNIVERSITY/BOTTINEAU, MD
NORTH DAKOTA STATE UNIVERSITY/FARGO, ND
NORTH EAST STATE TECHNICAL COMMUNITY COLLEGE/BLOUNTVILLE, IN
NORTH IOWA AREA COMMUNITY COLLEGE/MASON CITY, IA
NORTH SEATTLE COMMUNITY COLLEGE/SEATTLE, WA
NORTH SHORE COMMUNITY COLLEGE/BEVERLY, MA
NORTH WESTERN COLLEGE/WATERTOWN, WI
NORTHAMPTON COMMUNITY COLLEGE/BETHLEHEM, PA
NORTHEAST ALABAMA STATE JUNIOR COLLEGE/RAINSVILLE, AL
NORTHEAST LOUISIANA UNIVERSITY/MONROE, LA
NORTHEASTERN STATE UNIVERSITY/TAHLEQUAH, OK
NORTHEASTERN UNIVERSITY/BOSTON, MA
NORTHERN ARIZONA UNIVERSITY/FLAGSTAFF, AZ
NORTHERN BAPTIST THEOLOGICAL SEMINARY/LOMBARD, IL
NORTHERN ESSEX COMMUNITY COLLEGE/HAVERHILL, MA
NORTHERN MAINE TECHNICAL COLLEGE/PRESQUE ISLE, ME
NORTHERN MICHIGAN UNIVERSITY/MARQUETTE, MI
NORTHERN STATE UNIVERSITY/ABERDEEN, SD
NORTHERN VIRGINIA COMMUNITY COLLEGE/ANNANDALE, VA
NORTHLAND COLLEGE/ASHLAND, WI
NORTHWEST ALABAMA STATE JUNIOR COLLEGE/PHIL CAMPBELL, AL

APPENDIX A

NORTHWEST COLLEGE/POWELL, WY
NORTHWEST IOWA TECHNICAL COLLEGE/SHELDON, IA
NORTHWEST MISSOURI STATE UNIVERSITY/MARYVILLE, MO
NORTHWEST TECHNICAL COLLEGE/ARCHBOLD, OH
NORTHWESTERN COLLEGE/CHIROPRACTIC/BLOOMINGTON, MN
NORTHWESTERN COLLEGE/ST. PAUL, MN
NORTHWESTERN MICHIGAN COLLEGE/TRAVERSE CITY, MI
NORTHWESTERN STATE UNIVERSITY/NATCHITOCHES, LA
NORWALK STATE TECHNICAL COLLEGE/NORWALK, CT
NOTRE DAME COLLEGE OF OHIO/SOUTH EUCLID, OH
NOVA UNIVERSITY/FORT LAUDERDALE, FL
OAKLAND UNIVERSITY/ROCHESTER, MI
ODESSA COLLEGE/ODESSA, TX
OHIO COLLEGE OF PODIATRIC/CLEVELAND, OH
OHIO STATE UNIVERSITY/COLUMBUS, OH
OHIO STATE UNIVERSITY/LIMA, OH
OHIO WESLEYAN UNIVERSITY/DELAWARE, OH
OKALOOSA-WALTON COMMUNITY COLLEGE/NICEVILLE, FL
OKLAHOMA CITY COMMUNITY COLLEGE/OKLAHOMA CITY, OK
OLD DOMINION UNIVERSITY/NORFOLK, VA
ONONDAGA COMMUNITY COLLEGE/SYRACUSE, NY
OPELIKA STATE TECHNICAL COLLEGE/OPELIKA, AL
OREGON STATE SYSTEM FOR HIGHER EDUCATION/EUGENE, OR
OTIS ART INSTITUTE/LOS ANGELES, CA
OTTAWA UNIVERSITY/OTTAWA, KS
PACIFIC LUTHERAN UNIVERSITY/TACOMA, WA
PACIFIC UNION COLLEGE/ANGWIN, CA
PAN AMERICAN UNIVERSITY/EDINBURG, TX
PARIS JUNIOR COLLEGE/PARIS, TX
PARK COLLEGE/PARKVILLE, MO
PARKLAND COLLEGE/CHAMPAIGN, IL
PASADENA CITY COLLEGE/PASADENA, CA
PATRICK HENRY STATE JUNIOR COLLEGE/MONROEVILLE, AL
PAUL D. CAMP COMMUNITY COLLEGE/FRANKLIN, VA
PAUL SMITH'S COLLEGE OF ARTS & SCIENCE/PAUL SMITHS, NY
PEACE COLLEGE/RALEIGH, NC
PENN STATE UNIVERSITY/MONT ALTO, PA
PENNSYLVANIA STATE SYSTEM OF HIGHER EDUCATION/HARRISBURG, PA
PENSACOLA JUNIOR COLLEGE/PENSACOLA, FL
PHILADELPHIA COLLEGE OF PHARMACY & SCIENCE/PHILADELPHIA, PA
PHILADELPHIA COLLEGE-TEXTILES & SCIENCE/PHILADELPHIA, PA
PIEDMONT COMMUNITY COLLEGE/ROXBORO, NC
PIEDMONT VIRGINIA COMMUNITY COLLEGE/CHARLOTTESVILLE, VA
PIKEVILLE COLLEGE, INC./PIKEVILLE, KY
PITT COMMUNITY COLLEGE/GREENVILLE, NC
PITTSBURG STATE UNIVERSITY/PITTSBURG, KS
POINT LOMA NAZARENE COLLEGE/SAN DIEGO, CA
POINT PARK COLLEGE/PITTSBURGH, PA
PORTLAND STATE UNIVERSITY/PORTLAND; OR
POTOMAC STATE COLLEGE/KEYSER, WV
PRAIRIE STATE COLLEGE/CHICAGO HEIGHTS, IL
PRESENTATION COLLEGE/ABERDEEN, SD
RAMAPO COLLEGE OF NEW JERSEY/MAHWAH, NJ
RANDOLPH-MACON COLLEGE/ASHLAND, VA
REED COLLEGE/PORTLAND, OR
REFORMED THEOLOGICAL SEMINARY/JACKSON, MS
REGENT UNIVERSITY/VIRGINIA BEACH, VA
REID STATE TECHNICAL COLLEGE/EVERGREEN, AL
REND LAKE COLLEGE/INA, IL
RENSSELAER POLYTECHNIC INSTITUTE/TROY, NY
RHODE ISLAND COLLEGE/PROVIDENCE, RI
RICHMOND COMMUNITY COLLEGE/HAMLET, NC
RIDER COLLEGE/LAWRENCEVILLE, NJ
RIPON COLLEGE/RIPON, WI
ROANE STATE COMMUNITY COLLEGE/HARRIMAN, TN
ROANOKE COLLEGE/SALEM, VA
ROBERT MORRIS COLLEGE/CORAOPOLIS, PA
ROBESON COMMUNITY COLLEGE/LUMBERTON, NC
ROCHESTER INSTITUTE OF TECHNOLOGY/ROCHESTER, NY
ROCKFORD COLLEGE/ROCKFORD, IL
ROCKHURST COLLEGE/KANSAS CITY, MO
ROGER WILLIAMS COLLEGE/BRISTOL, RI
ROLLINS COLLEGE/WINTER PARK, FL
ROOSEVELT UNIVERSITY/CHICAGO, IL
ROSEMONT COLLEGE/ROSEMONT, PA
ROSE-HULMAN INSTITUTE OF TECHNOLOGY/TERRE HAUTE, IN
ROWAN-CABARRUS COMMUNITY COLLEGE/SALISBURY, NC
RUTGERS, THE STATE UNIVERSITY OF NEW JERSEY/NEW BRUNSWICK, NJ
SACRED HEART MAJOR SEMINARY/DETROIT, MI
SAINT JOSEPH'S UNIVERSITY/PHILADELPHIA, PA
SAINT LAWRENCE UNIVERSITY/CANTON, NY
SAINT PETER'S COLLEGE/JERSEY CITY, NJ
SALEM COLLEGE/WINSTON SALEM, NC
SALEM STATE COLLEGE/SALEM, MA
SALISBURY STATE UNIVERSITY/SALISBURY, MD
SALISH KOOTENAI COLLEGE/PABLO, MT
SAMPSON COMMUNITY COLLEGE/CLINTON, NC
SAN DIEGO COMMUNITY COLLEGE DISTRICT/SAN DIEGO, CA
SAN DIEGO STATE UNIVERSITY FOUNDATION/SAN DIEGO, CA
SAN DIEGO STATE UNIVERSITY/SAN DIEGO, CA
SAN FRANCISCO STATE UNIVERSITY/SAN FRANCISCO, CA
SAN JOSE STATE UNIVERSITY/SAN JOSE, CA
SANGAMON STATE UNIVERSITY/SPRINGFIELD, IL
SAUKVAILEY COMMUNITY COLLEGE/DIXON, IL
SAVANNAH STATE COLLEGE/SAVANNAH, GA
SCHENECTADY COUNTY COMMUNITY COLLEGE/SCHENECTADY, NY
SCHREINER COLLEGE/KERRVILLE, TX
SEATTLE COMMUNITY COLLEGE/SEATTLE, WA
SETON HILL COLLEGE/GREENSBURG, PA
SHELDON JACKSON COLLEGE/SITKA, AK
SHELTON STATE COMMUNITY COLLEGE/TUSCALOOSA, AL
SHENANDOAH UNIVERSITY/WINCHESTER, VA
SHOALS COMMUNITY COLLEGE/MUSCLE SHOALS, AL
SHOWA WOMEN'S INSTITUTE/BOSTON, MA
SILVER LAKE COLLEGE/MANITOWOC, WI
SIOUX FALLS COLLEGE/SIOUX FALLS, SO
SKIDMORE COLLEGE/SARATOGA SPRINGS, NY
SMITH COLLEGE/NORTHAMPTON, MA
SNEAD STATE JUNIOR COLLEGE/BOAZ, AL
SNEAD STATE JUNIOR COLLEGE/BOAZ, AL
SONOMA STATE UNIVERSITY/ROHNERT PARK, CA
SOUTH FLORIDA COMMUNITY COLLEGE/AVON PARK, FL
SOUTH TEXAS COLLEGE OF LAW/HOUSTON, TX
SOUTHEAST BAPTIST THEOLOGICAL SEMINARY/WAKE FOREST, NC
SOUTHEAST COMMUNITY COLLEGE/LINCOLN, NE
SOUTHEAST MISSOURI STATE UNIVERSITY/CAPE GIRARDEAU, MO
SOUTHEASTERN LOUISIANA UNIVERSITY/HAMMOND, LA
SOUTHEASTERN OKLAHOMA STATE UNIVERSITY/DURANT., OK
SOUTHERN ARKANSAS UNIVERSITY TECHNICAL SCHOOL/CAMDEN, AR
SOUTHERN ARKANSAS UNIVERSITY/MAGNOLIA, AR
SOUTHERN COLLEGE OF S.D.A./COLLEGEDALE, TN
SOUTHERN ILLINOIS UNIVERSITY/CARBONDALE, IL
SOUTHERN MAINE TECHNICAL COLLEGE/SOUTH PORTLAND, ME
SOUTHERN METHODIST UNIVERSITY/DALLAS, TX
SOUTHERN UNION STATE JUNIOR COLLEGE/WADLEY, AL
SOUTHWEST STATE TECHNICAL COLLEGE/MOBILE, AL
SOUTHWEST TEXAS STATE UNIVERSITY/SAN MARCOS, TX
SOUTHWEST VIRGINIA COMMUNITY COLLEGE/RICHLANDS, VA
SOUTHWEST WISCONSIN TECHNICAL COLLEGE/FENNIMORE, WI
SOUTHWESTERN OREGON COMMUNITY COLLEGE/COOS BAY, OR
SPARKS STATE TECHNICAL COLLEGE/EUFAULA, AL
SPARTANBURG METHODIST COLLEGE/SPARTANBURG, SC
SPELMAN COLLEGE/ATLANTA, GA
SPOKANE COMMUNITY COLLEGE/SPOKANE, WA
ST PETERSBURG JUNIOR COLLEGE/ST PETERSBURG, FL
STATE BOARD OF VOCATIONAL,TECHNICAL& ADULT EDUC./MADISON, WI
STATE COLLEGES IN COLORADO/DENVER, CO
STATE FAIR COMMUNITY COLLEGE/SEDALIA, MO
STATE TECHNICAL INSTITUTE/MEMPHIS, TN
STATE UNIVERSITY OF NEW YORK COLLEGE OF TECHNOLOGY/CANTON, NY
STATE UNIVERSITY OF NEW YORK - ENVIRONMENTAL SCIENCE/
SYRACUSE, NY
STATE UNIVERSITY OF NEW YORK/BINGHAMTON, NY
STATE UNIVERSITY OF NEW YORK/BROCKPORT, NY
STATE UNIVERSITY OF NEW YORK/BUFFALO, NY
STATE UNIVERSITY OF NEW YORK/CORTLAND, NY
STATE UNIVERSITY OF NEW YORK/OSWEGO, NY
STATE UNIVERSITY OF NEW YORK/PLATTSBURGH, NY
STATE UNIVERSITY OF NEW YORK/PURCHASE, NY
STATE UNIVERSITY SYSTEM OF FLORIDA/TALLAHASSEE, FL
STEPHEN F. AUSTIN STATE UNIVERSITY/NACOGDOCHES, TX
STEPHENS COLLEGE/COLUMBIA, MO
STERLING COLLEGE/CRAFTSBURY COMMON, VT
STRAYER COLLEGE/WASHINGTON, DC
ST. BONAVENTURE UNIVERSITY/SAINT BONAVENTURE, NY
ST. CLOUD STATE UNIVERSITY/ST. CLOUD, MN
ST. JOHN FISHER COLLEGE/ROCHESTER, NY
ST. JOHN'S UNIVERSITY MINNESOTA/COLLEGEVILLE, MN
ST. JOHN'S UNIVERSITY/JAMAICA, NY
ST. JOSEPH'S COLLEGE/BROOKLYN, NY
ST. MARTIN'S COLLEGE/LACEY, WA
ST. MARY COLLEGE/LEAVENWORTH, KS
ST. MARY'S COLLEGE OF MARYLAND/ST. MARY'S CITY, MD
ST. MARY'S COLLEGE/ORCHARD LAKE, MI
ST. MARY'S UNIVERSITY/SAN ANTONIO, TX
ST. NORBERT COLLEGE/DE PERE, WI
ST. THOMAS AQUINAS COLLEGE/SPARKILL, NY
SULLIVAN COUNTY COMMUNITY COLLEGE/LOCH SHELDRAKE, NY
SUMMIT CHRISTIAN COLLEGE/FORT WAYNE, IN
SUSQUEHANNA UNIVERSITY/SELINSGROVE, PA

APPENDIX A

SWARTHMORE COLLEGE/SWARTHMORE, PA
SWEET BRIAR COLLEGE/SWEET BRIAR, VA
SYRACUSE UNIVERSITY/SYRACUSE, NY
TARRANT COUNTY JUNIOR COLLEGE/FORT WORTH, TX
TAYLOR UNIVERSITY/UPLAND, IN
TECHNICAL CAREER INSTITUTES/NEW YORK, NY
TECHNICAL COLLEGE OF THE LOWCOUNTRY/BAUFORT, SC
TEIKYO POST UNIVERSITY/WATERBURY, CT
TENNESSEE TECHNOLOGICAL UNIVERSITY/COOKEVILLE, TN
TENNESSEE WESLEYAN COLLEGE/ATHENS, TN
TEXAS COLLEGE OF OSTEOPATHIC MEDICINE/FORT WORTH, TX
TEXAS SOUTHERN UNIVERSITY/HOUSTON, TX
TEXAS STATE TECHNICAL INSTITUTE/AMARILLO, TX
THAMES VALLEY STATE TECHNICAL/NORWICH, CT
THOMAS COLLEGE/WATERVILLE, ME
THREE RIVERS COMMUNITY COLLEGE/POPLAR BLUFF, MO
TIFFIN UNIVERSITY/TIFFIN, OH
TOMLINSON COLLEGE/CLEVELAND, TN
TOMPKINS CORTLAND COMMUNITY COLLEGE/DRYDEN, NY
TOWSON STATE UNIVERSITY/BALTIMORE, MD
TRENHOLM STATE TECHNICAL COLLEGE/MONTGOMERY, AL
TRIDENT TECHNICAL COLLEGE/CHARLESTON, SC
TRINITY CHRISTIAN COLLEGE/PALOS HEIGHTS, IL
TRINITY COLLEGE/WASHINGTON, DC
TRINITY UNIVERSITY/SAN ANTONIO, TX
TRINITY VALLEY COMMUNITY COLLEGE/ATHENS, TX
TROY STATE UNIVERSITY SYSTEM/TROY, AL
TUFTS UNIVERSITY/SOMERVILLE, MA
TULANE UNIVERSITY/NEW ORLEANS, LA
TULSA JUNIOR COLLEGE/TULSA, OK
UMPQUA COMMUNITY COLLEGE/ROSEBURG, OR
UNION COLLEGE/SCHENECTADY, NY
UNIVERISITY OF KENTUCKY/LEXINGTON, KY
THE UNIVERSITY OF AKRON/AKRON, OH
THE UNIVERSITY OF ALABAMA IN HUNTSVILLE/BIRMINGHAM, AL
THE UNIVERSITY OF ALABAMA - SYSTEM/BIRMINGHAM, AL
THE UNIVERSITY OF ALABAMA/BIRMINGHAM, AL
THE UNIVERSITY OF ARIZONA/TUCSON, AZ
UNIVERSITY OF CALIFORNIA/LOS ANGELES, CA
UNIVERSITY OF CALIFORNIA/OAKLAND, CA
UNIVERSITY OF CALIFORNIA/RIVERSIDE, CA
UNIVERSITY OF CENTRAL FLORIDA - SYSTEM/ORLANDO, FL
UNIVERSITY OF CENTRAL FLORIDA/ORLANDO, FL
UNIVERSITY OF CENTRAL TEXAS/KILEEN, TX
UNIVERSITY OF COLORADO HEALTH & SCIENCE COLLEGE/DENVER, CO
UNIVERSITY OF COLORADO SYSTEM/BOULDER, CO
UNIVERSITY OF DELAWARE/NEWARK, DE
UNIVERSITY OF DENVER/DENVER, CO
UNIVERSITY OF FLORIDA/GAINESVILLE, FL
UNIVERSITY OF GEORGIA/ATHENS, GA
UNIVERSITY OF GUAM/MANGILAO, GU
UNIVERSITY OF HARTFORD/WEST HARTFORD, CT
UNIVERSITY OF HAWAII-COMMUNITY COLLEGE/HONOLULU, HI
UNIVERSITY OF HAWAII/HONOLULU, HI
UNIVERSITY OF HOUSTON - CLEAR LAKE/HOUSTON, TX
UNIVERSITY OF HOUSTON-DOWNTOWN/HOUSTON, TX
UNIVERSITY OF HOUSTON-VICTORIA/VICTORIA, TX
UNIVERSITY OF ILLINOIS/URBANA, IL
UNIVERSITY OF IOWA/IOWA CITY, IA
UNIVERSITY OF KANSAS/LAWRENCE, KS
UNIVERSITY OF LA VERNE/LA VERNE, CA
UNIVERSITY OF MAINE SYSTEM/BANGOR, ME
UNIVERSITY OF MAINE/FARMINGTON, ME
UNIVERSITY OF MAINE/MACHIAS, ME
UNIVERSITY OF MAINE/PRESQUE ISLE, ME
UNIVERSITY OF MARYLAND BALTIMORE COUNTY/BALTIMORE, MD
UNIVERSITY OF MARY/BISMARCK, ND
UNIVERSITY OF MEDICINE & DENTISTRY OF NEW JERSEY/NEWARK, NJ
UNIVERSITY OF MICHIGAN/ANN ARBOR, MI
UNIVERSITY OF MINNESOTA, MORRIS/MORRIS, MN
UNIVERSITY OF MINNESOTA/CROOKSTON, MN
UNIVERSITY OF MISSOURI/KANSAS CITY, MO
UNIVERSITY OF MISSOURI/ROLLA, MO
UNIVERSITY OF MONTEVALLO/MONTEVALLO, AL
UNIVERSITY OF NEBRASKA/OMAHA, NE
UNIVERSITY OF NEVADA/RENO, NV
UNIVERSITY OF NEW ENGLAND/BIDDEFORD, ME
UNIVERSITY OF NEW HAMPSHIRE/DURHAM, NH
UNIVERSITY OF NORTH CAROLINA /GREENSBORO, NC
UNIVERSITY OF NORTH CAROLINA/CHAPEL HILL, NC
UNIVERSITY OF NORTH CAROLINA/WILMINGTON, NC
UNIVERSITY OF NORTH DAKOTA LAKE REGION/DEVILS LAKE, ND
UNIVERSITY OF NORTH FLORIDA/JACKSONVILLE, FL
UNIVERSITY OF NORTH TEXAS/DENTON, TX
UNIVERSITY OF NORTHERN COLORADO/GREELY, CO
UNIVERSITY OF PITTSBURGH/TITUSVILLE, PA
UNIVERSITY OF PUERTO RICO/BAYAMON, PR
UNIVERSITY OF REDLANDS/REDLANDS, CA
UNIVERSITY OF SAN DIEGO/SAN DIEGO, CA
UNIVERSITY OF SAN FRANCISCO/SAN FRANCISCO, CA
UNIVERSITY OF SCIENCE & ARTS OF OKLAHOMA/CHICKASHA, OK
UNIVERSITY OF SCRANTON/SCRANTON, PA
UNIVERSITY OF SOUTH ALABAMA/MOBILE, AL
UNIVERSITY OF SOUTH CAROLINA/AIKEN, SC
UNIVERSITY OF SOUTH DAKOTA/VERMILLION, SD
UNIVERSITY OF SOUTH FLORIDA/TAMPA, FL
UNIVERSITY OF SOUTHERN COLORADO/PUEBLO, CO
UNIVERSITY OF SOUTHERN INDIANA/EVANSVILLE, IN
UNIVERSITY OF SOUTHERN MAINE/GORHAM, ME
UNIVERSITY OF SOUTHWESTERN LOUISIANA/LAFAYETTE, LA
UNIVERSITY OF TAMPA/TAMPA, FL
UNIVERSITY OF TENNESSEE - SYSTEM/KNOXVILLE, TN
UNIVERSITY OF TENNESSEE/CHATTANOOGA, TN
UNIVERSITY OF TENNESSEE/KNOXVILLE, TN
UNIVERSITY OF TENNESSEE/MARTIN, TN
UNIVERSITY OF TENNESSEE/MEMPHIS, TN
UNIVERSITY OF TEXAS /ARLINGTON, TX
UNIVERSITY OF TEXAS /HOUSTON, TX
UNIVERSITY OF TEXAS/EL PASO, TX
UNIVERSITY OF TEXAS/SAN ANTONIO, TX
THE UNIVERSITY OF THE SOUTH/SEWANEE, TN
UNIVERSITY OF TOLEDO/TOLEDO, OH
THE UNIVERSITY OF VERMONT/BURLINGTON, VT
UNIVERSITY OF VIRGINIA/CHARLOTTESVILLE, VA
THE UNIVERSITY OF WEST FLORIDA/PENSACOLA, FL
UNIVERSITY OF WHITEWATER/WHITEWATER, WI
UNIVERSITY OF WISCONSIN SYSTEM/MADISON, WI
UNIVERSITY OF WISCONSIN/EAU CLAIRE, WI
UNIVERSITY OF WISCONSIN/MADISON, WI
UNIVERSITY OF WISCONSIN/MILWAUKEE, WI
UNIVERSITY OF WISCONSIN/OSHKOSH, WI
UNIVERSITY OF WISCONSIN/PLATTEVILLE, WI
UNIVERSITY OF WISCONSIN-STOUT/MENOMIE, WI
UNIVERSITY SYSTEM OF NEW HAMPSHIRE/DURHAM, NH
UTAH STATE BOARD OF REGENTS/SALT LAKE CITY, UT
UTAH STATE UNIVERSITY/LOGAN, UT
UTAH VALLEY COMMUNITY COLLEGE/OREM, UT
VALPARAISO UNIVERSITY/VALPARAISO, IN
VERNON REGIONAL JUNIOR COLLEGE/VERNON, TX
VINCENNES UNIVERSITY/VINCENNES, IN
VIRGINIA COMMUNITY COLLEGE SYSTEM/RICHMOND, VA
VIRGINIA INTERMONT COLLEGE/BRISTOL, VA
VIRGINIA MILITARY INSTITUTE/LEXINGTON, VA
VIRGINIA POLYTECHNIC INSTITUTE & STATE UNIVERSITY/BLACKSBURG, VA
VITERBO COLLEGE/LA CROSSE, WI
WAKE FOREST UNIVERSITY/WINSTON SALEM, NC
WALKER STATE COMMUNITY COLLEGE - HANCEVILLE/HANCEVILLE, AL
WALKER STATE TECHNICAL COLLEGE/SUMITON, AL
WALSH COLLEGE/CANTON, OH
WARREN WILSON COLLEGE/SWANNANOA, NC
WASHBURN UNIVERSITY/TOPEKA, KS
WASHINGTON AND JEFFERSON COLLEGE/WASHINGTON, PA
WASHINGTON COLLEGE/CHESTERTOWN, ND
WASHINGTON COUNTY TECHNICAL COLLEGE/CALAIS, ME
WASHINGTON STATE COMMUNITY COLLEGE/SPOKANE, WA
WASHINGTON STATE UNIVERSITY/PULLMAN, WA
WASHINGTON THEOLOGICAL UNIVERSITY/SILVER SPRING, MD
WASHTENAW COMMUNITY COLLEGE/ANN ARBOR, MI
WAYNE COMMUNITY COLLEGE/GOLDSBORO, NC
WAYNE STATE UNIVERSITY/DETROIT, MI
WEATHERFORD COLLEGE/WEATHERFORD, TX
WEBB INSTITUTE OF NAVAL ARCHITECTURE/GLEN COVE, NY
WEBSTER UNIVERSITY/ST. LOUIS, MO
WELLESLEY COLLEGE/WELLESLEY, MA
WELLS COLLEGE/AURORA, NY
WENTWORTH INSTITUTE OF TECHNOLOGY/BOSTON, MA
WEST GEORGIA COLLEGE/CARROLLTOWN, GA
WEST SHORE COMMUNITY COLLEGE/SCOTTVILLE, MI
WEST VIRGINIA INSTITUTE OF TECHNOLOGY/MONTGOMERY, WV
WEST VIRGINIA NORTHERN COMMUNITY COLLEGE/WHEELING, WV
WEST VIRGINIA UNIVERSITY/PARKERSBURG, WV
WEST VIRGINIA WESLEYAN COLLEGE/BUCKHANNON, WV
WESTARK COMMUNITY COLLEGE/FORT SMITH, AR
WESTBROOK COLLEGE/PORTLAND, ME
WESTCHESTER COMMUNITY COLLEGE/VALHALLA, NY
WESTERN CAROLINA UNIVERSITY/CULLOWHEE, NC
WESTERN IOWA TECHNICAL COMMUNITY COLLEGE/SIOUX CITY, IA
WESTERN MARYLAND COLLEGE/WESTMINSTER, MD
WESTERN MICHIGAN UNIVERSITY/KALAMAZOO, MI
WESTERN MONTANA UNIVERSITY/DILLON, MT

APPENDIX A

WESTERN OKLAHOMA STATE COLLEGE/ALTUS, OK
WESTERN OREGON STATE COLLEGE/MONMOUTH, OR
WESTERN STATE COLLEGE OF COLORADO/GUNNISON, CO
WESTERN WASHINGTON UNIVERSITY/BELLINGHAM, WA
WESTERN WISCONSIN TECHNICAL COLLEGE/LA CROSSE, WI
WESTERN WYOMING COMMUNITY COLLEGE/ROCK SPRINGS, WY
WESTFIELD STATE COLLEGE/WESTFIELD, MA
WESTMINSTER COLLEGE OF SALT LAKE/SALT LAKE CITY, UT
WESTMORELAND COUNTY COMMUNITY COLLEGE/YOUNGWOOD, PA
WESTON SCHOOL OF THEOLOGY/CAMBRIDGE, MA
WHITWORTH COLLEGE/SPOKANE, WA
WICHE/BOULDER, CO
WILBERFORCE UNIVERSITY/WILBERFORCE, OH
WILEY COLLEGE/MARSHALL, TX
WILKES UNIVERSITY/WILKES-BARRE, PA
WILLIAM JEWELL COLLEGE/LIBERTY, MO
WILLIAM PATERSON COLLEGE/WAYNE, NJ
WILLIAM RAINEY HARPER COLLEGE/PALATINE, IL
WILMINGTON COLLEGE/NEW CASTLE, DE
WILSON TECHNICAL COMMUNITY COLLEGE/WILSON, NC
WINGATE COLLEGE/WINGATE, NC
WINONA STATE UNIVERSITY/WINONA, MN
WINTHROP COLLEGE/ROCK HILL, SC
WISCONSIN LUTHERAN COLLEGE/MILWAUKEE, WI
WOOD JUNIOR COLLEGE/MATHISTON, MS
WORCESTER POLYTECHNIC INSTITUTE/WORCESTER, MA
WORCESTER STATE COLLEGE/WORCESTER, MA
WORTHINGTON COMMUNITY COLLEGE/WORTHINGTON, MN
WRIGHT INSTITUTE/BERKELEY, CA
WRIGHT STATE UNIVERSITY/DAYTON, OH
WYTHEVILLE COMMUNITY COLLEGE/WYTHEVILLE, VA
YOUNGSTOWN STATE UNIVERSITY/YOUNGSTOWN, OH
YUBA COMMUNITY COLLEGE/MARYSVILLE, CA

SURVEY QUESTIONNAIRE

1991 CUPA Chief Executive Compensation Survey

CUPA

Instructions and Contents

Effective Date: Please report all data in effect as of February 1, 1991.

I. INSTITUTION INFORMATION:

Please indicate the institution classification, type and system structure for your college or university.

Please provide operating statistics for your institution.

II. PERSONAL INFORMATION:

Please provide information on chief executive's personal status, including: personal data; chief executive recruiting policies; relocation expenses; employment policies and practices; tenure policy and vacation/leave of absence policy.

III. COMPENSATION INFORMATION:

Please provide annual salary data effective as of February 1, 1991 as well as compensation earned from college or university foundations; additional cash compensation (bonuses or supplements); other sources of income; income guarantee information; and any deferral provisions.

IV. BENEFITS INFORMATION:

Please indicate the type and amount of group benefits and retirement benefits received by the chief executive.

V. PERQUISITES INFORMATION:

Please indicate participation and value of perquisites allowed to the chief executive, including: general perquisites; supplemental progress; housing expenses; automobile policy; tuition assistance; local entertainment expenses; professional travel and entertainment expenses; spouse assistance programs; and involuntary separation policy.

If you have any questions about this survey please contact:

Paul Gavejian Wyatt Data Services (201) 585-9808	or	John Yurkutat Wyatt Data Services (201) 585-9808

VI. Please complete and return the questionnaire by February 28, 1991 to:

Mr. Paul Gavejian
1991 CUPA Chief Executive Compensation Survey
Wyatt Data Services
Two Executive Drive
Fort Lee, NJ 07024

TIME SENSITIVE MATERIAL
PLEASE COMPLETE AND RETURN BY: FEBRUARY 28, 1991

APPENDIX B

Individual Supplying Data _____

Title _____

Institution Name _____

Area Code/Telephone Number _____

Fax Number _____

I. INSTITUTION INFORMATION

INSTITUTION CLASSIFICATION: Please check the appropriate box. (check only one)

1. [ ] Research university
2. [ ] Other doctoral-granting university
3. [ ] Comprehensive university
4. [ ] Baccalaureate college
5. [ ] Specialized institution
6. [ ] 2-year college

INSTITUTION TYPE: Please check the appropriate box. (check only one)

1. [ ] Public
2. [ ] Private, independent
3. [ ] Private, church-related

SYSTEM STRUCTURE: Please check the appropriate box. (check only one)

1. [ ] Single institution
2. [ ] Administrative office of a system
3. [ ] Main campus heading a system
4. [ ] A campus within a system

INSTITUTION IDENTIFICATION: Please check the appropriate box. (Check only one)

1. [ ] Doctoral-Level Institutions Without Medical School
2. [ ] Doctoral-Level Institutions With Medical School
3. [ ] Comprehensive Institutions Without Medical School
4. [ ] Comprehensive Institutions With Medical School
5. [ ] General Baccalaureate Institutions
6. [ ] Specialized/School of Philosophy, Religion and Theology
7. [ ] Specialized/Medical Schools
8. [ ] Specialized/Other Health Institutions
9. [ ] Specialized/Engineering Schools
10. [ ] Specialized/Business Schools
11. [ ] Specialized/Visual and Performing Schools
12. [ ] Specialized/Law Schools
13. [ ] Specialized/Education Schools
14. [ ] U.S. Service Schools
15. [ ] Other Specialized Schools
16. [ ] Specialized/Non-Degree Granting Institutions
17. [ ] Multiprogram Two-Year Institutions
18. [ ] Single Program Two-Year Institutions

INSTITUTION SIZE: PLEASE NOTE: If you checked **administrative office of a system** above, please provide system-wide figures. A **main campus** should provide figures only for that main campus and a **campus within a system** should supply figures only for that campus.

1. Total 1990 operating budget ..... $_____
2. Total endowment (market value)..... $_____
3. Total full-time equivalent enrollment..... _____ students
4. Full-time equivalent employees:
   a. Faculty ..... _____ employees
   b. Administrative/Exempt ..... _____ employees
   c. Classified/Nonexempt ..... _____ employees
   d. TOTAL ..... _____ employees

II. PERSONAL INFORMATION

PERSONAL DATA: Please provide the following information about the chief executive.

1. Number of years in present position: ..... _____ years
2. Is chief executive member of minority group: ..... [ ] Yes [ ] No
3. Sex of chief executive: ..... 1. [ ] Male 2. [ ] Female
4. Age of chief executive: ..... _____ years old
5. Number of years in higher education: ..... _____ years

RECRUITING PRACTICES:

1. Was the current chief executive: (check only one).....1. [ ] Promoted from within this institution/system?
   2. [ ] Hired from outside this institution/system?
2. What was the chief executive's position immediately prior to appointment at this institution: (check only one)

1. [ ]	Chief Executive, other educational institution	5. [ ]	Ministry/Church official
2. [ ]	Faculty	6. [ ]	Government official
3. [ ]	Academic officer	7. [ ]	Business executive
4. [ ]	Administrative officer	8. [ ]	Chief executive, nonprofit organization

3. Has your institution recruited for a chief executive within the past 5 years?..... [ ] Yes [ ] No
   ..... (if no, go to next section)
4. Was the search conducted outside of the institution? ..... [ ] Yes [ ] No
5. Was an Executive Search Firm used in the process of selecting the chief executive?..... [ ] Yes [ ] No
6. How were candidates identified by the Board? (check all that apply)..... a. [ ] Executive Search Firm
   b. [ ] Advertisement
   c. [ ] Nominated by friends of institution
   d [ ] Nominated directly by Board
7. Were all of the names of nominees under consideration by Board made public?..... [ ] Yes [ ] No
8. Were only the names of the finalists made public?..... [ ]Yes [ ] No
9. How long did it take to announce the appointment of a new chief executive from the time the search process began?..... _____ months

RELOCATION EXPENSES:

1. Once appointed, did the chief executive require relocation assistance? ..... [ ] Yes [ ] No
   ..... (if no, go to next section)
2. Please complete the following regarding relocation related expenses:

   a) Moving expense for household effects: (check only one)..... 1. [ ] Paid in full
   2. [ ] Partially paid
   3. [ ] Not paid
   4. [ ] Not required

   b) Travel expenses for family: (check only one)..... 1. [ ] Paid in full
   2. [ ] Partially paid
   3. [ ] Not paid
   4. [ ] Not required

   c) Assistance in finding employment for spouse: (check only one)..... 1. [ ] Assistance provided
   2. [ ] No assistance provided
   3. [ ] Employment within hiring institution
   4. [ ] Not required

   d) Assistance in sale/purchase of residence: (check all that apply) ..... a. [ ] Interest rate differential
   b. [ ] Cost of housing differential
   c. [ ] Low cost loan
   d. [ ] Brokers/Attorneys fees
   e. [ ] Closing costs
   f. [ ] No assistance provided
   g. [ ] Not required

APPENDIX B

EMPLOYMENT POLICIES AND PRACTICES:

1. Does the chief executive have a contractual agreement? ..... [ ] Yes [ ] No

   a) If YES, please indicate type and term:

   1. **Type of Agreement** (check only one)
      1. [ ] Formal written contract
      2. [ ] Letter of agreement
      3. [ ] Oral agreement

   2. **Term of Agreement** (check only one)
      1. [ ] No specified time period
      or
      2. [ ] Number of years _____

2. Is the chief executive provided a formal performance review? ..... [ ] Yes [ ] No

   a) If YES, how often does the review take place? (check only one)
      1. [ ] End of the contract term
      2. [ ] Annually
      3. [ ] Every two years
      4. [ ] Every three years
      5. [ ] Other (specify) _____

   b) If YES, who conducts the performance review? (check only one)
      1. [ ] Chairman of the Board
      2. [ ] Committee of the Board
      3. [ ] Entire Governing Board
      4. [ ] Special Review Committee
      5. [ ] Other (specify) _____

3. Does the chief executive hold academic rank? ..... [ ] Yes [ ] No

4. Will the chief executive's salary revert to faculty pay scale if the chief executive assumes faculty status upon leaving office? ..... [ ] Yes [ ] No

TENURE POLICY:

1. Was the chief executive hired from a tenured position? ..... [ ] Yes [ ] No

2. a) Is the chief executive presently tenured? ..... [ ] Yes [ ] No

   b) If not, is the chief executive eligible for tenure? ..... [ ] Yes [ ] No

3. Is the chief executive assured a tenured appointment upon leaving office? ..... [ ] Yes [ ] No

VACATION/LEAVE OF ABSENCE POLICY:

1. How many vacation days will the chief executive earn each year? ..... _____ days

   a) Will this exceed maximum vacation granted to administrative staff? ..... [ ] Yes [ ] No

2. Is the chief executive eligible for sabbatical leave? ..... [ ] Yes [ ] No

   a) If YES, how many years of service are required for eligibility? ..... _____ years

   b) What is the level of compensation and duration of sabbatical?

      a. [ ] fully paid for _____ months
      b. [ ] unpaid for _____ months
      c. [ ] partially paid for _____ months
         at ___ ___ ___.__ % of annual salary

3. Please complete the following regarding leaves of absence other than sabbaticals:

	NOT PROVIDED	PROVIDED	
	a.	b1. Paid	b2. Unpaid
a. Governmental/Public appointments	[ ]	[ ]	[ ]
b. Extended study/Research	[ ]	[ ]	[ ]
c. Personal/Medical	[ ]	[ ]	[ ]

III. COMPENSATION INFORMATION

(Please report all compensation data in whole numbers.)

1. What is the chief executive's annual salary as of February 1, 1991: ..... $_____

2. Number of months since last increase: ..... _____ months

3. Rate of last increase (as a percent of base salary): ..... ____.__%

4. Is a portion of the chief executive's salary provided by sources other than the institution? [ ] Yes [ ] No

   a) If YES, what are the amount(s) from each applicable source? (Complete all that apply) **Annual Amount**

      a. University or college foundation ..... $_____

      b. Other sources (please specify) _____ ..... $_____

5. Does the chief executive receive any additional cash compensation (annual bonus, salary supplement, etc.)? ..... [ ] Yes [ ] No

   a) If YES, what are the amount(s) for each type? (Complete all that apply) **Annual Amount**

      a. Annual bonus ..... $_____

      b. Salary supplement ..... $_____

      c. Other sources (please specify) _____ ..... $_____

6. Does the chief executive have other sources of earned income (excluding personal or investment income)? ..... [ ] Yes [ ] No

   a) If YES, what are the amount(s) from each applicable source? (Complete all that apply) **Annual Amount**

      a. Paid corporate directorships ..... $_____

      b. Honorariums/Lecture fees ..... $_____

      c. Consulting fees ..... $_____

      d. Other sources (please specify) _____ ..... $_____

   b) Does the chief executive's employment agreement include a guarantee of a certain level of earned income from other sources? ..... [ ] Yes [ ] No

   c) Does the institution limit the total amount the chief executive may receive from other sources? ..... [ ] Yes [ ] No

      a. If YES, specify limit ..... $_____

7. Can any portion of the chief executive's compensation be deferred? ..... [ ] Yes [ ] No

   a) What interest crediting mechanism is used for deferrals? (check only one) .....
      1. [ ] Prime rate
      2. [ ] T Bill rate
      3. [ ] Investment portfolio
      4. [ ] No interest credited

APPENDIX B

IV. BENEFITS INFORMATION

GROUP BENEFITS:

1. Please indicate which of the following benefits are available to the chief executive by checking the box which indicates the percentage of premium cost paid by the institution:

Medical	NOT PROVIDED a.	Chief Executive Only b1.	Chief Executive & Family b2.	% Paid Under 25% c1.	26% - 50% c2.	51% - 75% c3.	76% - 100% c4.
a. Medical/Hospital Insurance:	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
b. Dental Care Insurance:	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
c. Vision Care Insurance:	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
d. Prescription Drug Insurance:	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
Other Insurance Plans							
e. Basic life insurance	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
f. Basic short-term disability	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
g. Long-term disability	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
h. Accidental death & dismemberment	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
i. Business travel insurance	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
j. Personal liability	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
k. Survivor income insurance	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]

2. What is the approximate cost of the chief executive's benefits listed above to the institution expressed as a % of the chief executive's base salary? ..... ____.__%

RETIREMENT BENEFITS:

1. Which of the following insurance programs will be provided to the chief executive following retirement?

	a. Is any part of coverage paid in part or in full by the Institution a1.	a2.	a3.	b. If provided prior to retirement, is coverage reduced following retirement	
a. Medical/Hospital insurance	[ ] NP*	[ ] Part	[ ] Full	[ ] Yes	[ ] No
b. Dental care insurance	[ ] NP	[ ] Part	[ ] Full	[ ] Yes	[ ] No
c. Vision care insurance	[ ] NP	[ ] Part	[ ] Full	[ ] Yes	[ ] No
d. Prescription drug insurance	[ ] NP	[ ] Part	[ ] Full	[ ] Yes	[ ] No
e. Basic life insurance	[ ] NP	[ ] Part	[ ] Full	[ ] Yes	[ ] No

* NP = Not Provided

2. What amount of retirement benefits is contributed by the institution to the chief executive's retirement program expressed as a percent of the chief executive's base salary ..... ____.__%

3. What amount of retirement benefits is the chief executive required to contribute to the retirement plan expressed as a percent of the chief executive's base salary ..... ____.__%

4. Does the chief executive's retirement program provide investment alternatives? ... [ ] Yes [ ] No

5. If the institution provides the chief executive with a supplemental retirement income plan, indicate the type and the percentage of base salary contributed by the chief executive and the institution?

	PERCENT OF SALARY a. Contributed By Institution	b. Chief Executive Contribution
a. TIAA/SRA	____.__%	____.__%
b. Separate tax sheltered annuity other than standard TIAA	____.__%	____.__%
c. Other deferred compensation plan	____.__%	____.__%

6. What is the percent of current base salary which the chief executive can expect to receive from all sources at retirement (as described in questions 1 thru 5 above) ..... ____.__%

V. PERQUISITES INFORMATION:

GENERAL PERQUISITES:

1. Please indicate whether the following perquisites are provided and if they apply to the chief executive only, the chief executive and senior staff only, or to all exempt employees:

	NOT PROVIDED a	PROVIDED TO: Chief Executive Only b1	Chief Executive and Senior Staff Only b2	All Exempt b3
a. Reimbursement of excess medical/dental expenses	[ ]	[ ]	[ ]	[ ]
b. Supplemental life insurance	[ ]	[ ]	[ ]	[ ]
c. Supplemental long-term disability	[ ]	[ ]	[ ]	[ ]
d. Supplemental business travel insurance	[ ]	[ ]	[ ]	[ ]
e. Housing expenses	[ ]	[ ]	[ ]	[ ]
f. Automobile	[ ]	[ ]	[ ]	[ ]
g. Annual physical examination	[ ]	[ ]	[ ]	[ ]
h. Financial/Legal counseling	[ ]	[ ]	[ ]	[ ]
i. Interest-free loans	[ ]	[ ]	[ ]	[ ]
j. Country club membership	[ ]	[ ]	[ ]	[ ]
k. Luncheon club membership	[ ]	[ ]	[ ]	[ ]
l. Athletic club membership	[ ]	[ ]	[ ]	[ ]

SUPPLEMENTAL PROGRAMS:

1. What is the cost of the excess medical/dental plan covering the chief executive? .. $_____

2. If supplemental life insurance is available to the chief executive, is it paid for by the institution? ..... [ ] Yes [ ] No

   a) If paid for by the institution, what is the annual cost of the premium? ..... $_____

   b) What is the $ value of the policy? ..... $_____

3. If special long-term disability provisions are applicable to the chief executive, what is the maximum percentage of pay covered? ..... _____%

   a) What is the maximum benefit? (pay out under LTD plan) ..... $_____

4. If supplemental business travel insurance coverage (such as 24-hour coverage) is available to the chief executive:

   a) Is it paid by the institution? ..... [ ] Yes [ ] No

   b) If paid by the institution, what is the $ value of the policy? ..... $_____

HOUSING EXPENSES:-

1a. Is a residence provided to the chief executive? ..... [ ] Yes [ ] No

b. If yes, check all that apply regarding the chief executive's residence: .....

- a. [ ] Residence provided by institution
- b. [ ] Maintenance, including grounds, provided by institution
- c. [ ] Allowance for remodeling
- d. [ ] Household staff (full or part-time)
- e. [ ] Utilities paid by institution

2a. If residence is provided, is occupancy required? ..... [ ] Yes [ ] No

b. If the chief executive does not live in a residence provided by the institution, indicate housing assistance provided. (Please check all that apply) .....

- a. [ ] Allowance toward home purchase
- b. [ ] Subsidy to reduce mortgage interest cost
- c. [ ] Rent paid in full
- d. [ ] Allowance toward rent provided
- e. [ ] Property taxes paid in full
- f. [ ] Allowance toward property taxes provided
- g. [ ] No housing assistance provided

3. What is the approximate $ value of all housing provisions? ..... $_____

AUTOMOBILE POLICY:

1a. Is an automobile provided to the chief executive? ..... [ ] Yes [ ] No

b. If yes check all that apply regarding automobiles:

- a. [ ] Personal use of car provided
- b. [ ] Pool car assigned to the chief executive
- c. [ ] Unassigned pool car available as needed
- d. [ ] Operating expenses provided (fuel & maintenance)
- e. [ ] Allowance toward operating expenses provided
- f. [ ] Option to purchase
- g. [ ] Driver provided as needed

2. What is the annual $ value of the automobile allowance? ..... $_____

APPENDIX B

TUITION ASSISTANCE:

1a. Is tuition assistance offered to the chief executive?..... [ ] Yes [ ] No

b. If yes, check all that apply:	AT THIS INSTITUTION a. For Children	AT THIS INSTITUTION b. For Spouse	AT OTHER INSTITUTION c. For Children	AT OTHER INSTITUTION d. For Spouse
a. Full tuition.....	[ ]	[ ]	[ ]	[ ]
b. 50% or more of tuition.....	[ ]	[ ]	[ ]	[ ]
c. Less than 50% of tuition.....	[ ]	[ ]	[ ]	[ ]
d. $ amt. equal to tuition at this institution.....	[ ]	[ ]	[ ]	[ ]

LOCAL ENTERTAINMENT EXPENSES:

1a. Is the chief executive allowed expenses for local entertainment?..... [ ] Yes [ ] No

b. If yes, check all that apply:

a. [ ] Fixed allowance for business entertainment
b. [ ] Reimbursement for actual out-of-pocket expenses
c. [ ] Unrestricted expense account
d. [ ] Campus facilities provided for entertaining
e. [ ] Institution staff (e.g., catering) available as needed

PROFESSIONAL TRAVEL AND ENTERTAINMENT EXPENSES:

1a. Is the chief executive's business and professional travel and entertainment paid? ..... [ ] Yes [ ] No

b. If yes, check all that apply:

a. [ ] Reimbursement for actual out-of-pocket expenses
b. [ ] Unrestricted expense account
c. [ ] Per diem allowance
d. [ ] Separate travel allowance
e. [ ] First-class air travel
f. [ ] Airline VIP lounge membership
g. [ ] Use of institution-owned aircraft
h. [ ] Partial or all expenses for spouse included
i. [ ] Partial or all expenses for spouse and children included

ASSISTANCE FOR SPOUSE:

1a. Does the chief executive's spouse receive assistance for personal/professional activities?..... [ ] Yes [ ] No

b. If yes, check all that apply and give the $ value:

a. [ ] Secretarial staff (full-time, part-time, or as needed) provided — a. $ _____
b. [ ] Additional staff/facilities for entertaining as needed — b. $ _____
c. [ ] Remuneration for involvement in institution affairs — c. $ _____
d. [ ] Other (please specify):_____ — d. $ _____

INVOLUNTARY SEPARATION POLICY: (NOTE: Provide information regarding involuntary separation for chief executive only)

1.Do you have an involuntary separation policy?..... [ ] Yes [ ] No

If YES, complete a, b, c, and d below:

a) Does the policy provide for separation pay? ..... [ ] Yes [ ] No

b) What is the amount of separation pay?.....
1. [ ] Less than 6 months
2. [ ] 6 to 12 months salary
3. [ ] Over 12 months salary
4. [ ] Negotiable at time of separation
5. [ ] None

c) Does the policy provide for benefits continuation?..... [ ] Yes [ ] No

If YES, please specify the length of the continuation period.

a. Medical coverage: ..... _____ months
b. Life insurance coverage:..... _____ months
c. Long-term disability coverage:..... _____ months

d) Is outplacement assistance provided?..... [ ] Yes [ ] No

DEFINITION OF TERMS USED IN THE REPORT

ADMINISTRATIVE/CLASSIFIED EMPLOYMENT: Includes all employees of the institution that work in support functions; including professional staff; clerical; technical; and skilled trades personnel. (Does not include Faculty staff.)

AVERAGE: The arithmetic mean of all observations.

BASE SALARY: The annual base compensation that is normally received each pay period. It does not include overtime or incremental elements of income that may be received.

BONUS: The amount earned within the most recent plan year (regardless of when paid) in accordance with the provisions of a bonus or incentive compensation plan.

ENDOWMENT: Includes funds contributed to the institution for the purpose of deriving investment income.

ENROLLMENT: Includes all part-time and full-time registered students of the institution.

MEDIAN: The salary figure of the middle of a sample, arrayed in order of magnitude from the lowest to the highest observation.

OPERATING BUDGET: Includes funds budgeted and appropriated for the operation of the institution.

PERCENT OF SAMPLE: The number of institutions responding to a specific question divided by the total number of institutions participating in the survey.

PERCENT OF RESPONDENTS: The number of institutions which responded to a specific part of a question divided by the number of institutions which responded to general (yes/no) questions relative to the issue.

QUARTILES: The first and third quartiles denote the outer limits of the middle 50% of an array of values. The median is the exact middle of the array and the quartiles form an envelope around this midpoint, containing 25% of the values below the midpoint and 25% of the values above the midpoint.

$15,500		$15,500	
15,500		15,500	
16,800		16,800	
17,100	----------Middle 50%----------	17,100	–$17,100 = 1st Quartile
17,200		17,200	
18,300		18,300	
18,400		18,400	
19,200		19,200	–$19,200 = Median
20,000		20,000	
20,300		20,300	
21,100		21,100	
21,300	----------Middle 50%----------	21,300	–$21,300 = 3rd Quartile
22,000		22,000	
22,800		22,800	
22,900		22,900	

TOTAL CASH COMPENSATION: The amount of base salary plus bonus earned in the most recent year.

WEIGHTED AVERAGE: The data reported are multiplied by the number of observations. The results are then totaled and then divided by the number of observations.

APPENDIX D

PROCEDURE FOR UPDATING COMPENSATION INFORMATION

Most professional compensation administrators apply some type of update factor to salary data in an effort to keep pace with inflation or changes in the marketplace that may have occurred since the data was collected.

One possible approach would be to utilize consumer price growth as represented by the 1991 CPI in conjunction with the number of months elapsed since survey data was collected. The example shown below illustrates this technique:

STEP I: *Determine prorated monthly estimate of 1991 CPI.*

Assuming the 1991 Consumer Price Index is 6.0%:

Divide 6.0% by 12 (months) = **0.5%** (prorated one month increase figure)

STEP II: *Multiply this prorated monthly figure by the number of months elapsed since the effective date of the data.*

Assuming an effective date of data of February 1, 1991 and an update factor as of October 1, 1991 is desired:

Multiply 0.5% x 8 (months) = **4.0%** (prorated 8 month increase figure)

STEP III: *Apply this prorated increase figure to the salary data for the position in question.*

Average salary (as of 2/1/91)	=	$90,000
Add 4.0% of average salary (8 month prorated increase figure)	=	$ 3,600
Estimated average salary as of 10/1/91	=	$93,600

Note: This update factor approach is generally more valid in times of relative economic stability. During periods of fluctuating inflation or recession the figure should be adjusted upward or downward as the economic climate dictates.

COLLEGE AND UNIVERSITY PERSONNEL ASSOCIATION
CEO COMPENSATION AND BENEFITS SURVEY

1991 SPECIAL STUDY REQUEST FORM

Survey participants and subscribers can order special studies that summarize CEO compensation and benefits trends among peer institutions. This order form allows you to identify a specific peer grouping from the entire database. Peer groupings can be defined based upon classification, type, structure, operating budget grouping, enrollment grouping, geographic area and/or institution name. Utilizing these parameters, institutions can order special reports for the following fees:

Special Reports	Participant*	Non-Participant*
Compensation Information	$500	$700
Benefits and Perquisites Information	$500	$700
All Information	$750	$900

* All CUPA members receive a 20 percent discount.

Additional analyses can be performed utilizing the extensive database accumulated for the CUPA CEO survey. The fees for these types of studies will be estimated on an individual basis. Please call of CUPA at (202) 429-0311, Ext. 18 to discuss the availability of these types of studies in further detail.

Please fill in the required information and check the appropriate boxes to order a special study.

Institution Name: _____

Address: _____

_____

_____

City/State/Zip: _____

Individual Requesting Report: _____

Title: _____

Phone: _____

Membership Status (check one): [ ] CUPA member [ ] Non-member

Survey Status (check one): [ ] Participant [ ] Non-Participant

---

If you wish to receive your study based on general institutional characteristics, complete Section I. If you wish to specify a list of institutions by name, complete Section II.

SECTION I

Peer Group Classification: (check one)
[ ] Research [ ] Baccalaureate [ ] Other Doctoral Granting
[ ] Specialized [ ] Comprehensive University [ ] Two Year College

Peer Group Type (check one): [ ] Public [ ] Private (Independent) [ ] Private (Church)

Peer Group Structure (check one):
[ ] Single Institution [ ] Main Campus Of System
[ ] Administrative Office Of System [ ] Campus Within System

Operating Budget Peer Group: $ _____ (Minimum Operating Budget) to $ _____ (Maximum Operating Budget)

Enrollment Peer Group: _____ (Minimum # Of Students) to _____ (Maximum # Of Students)

Geographic Area (list states):

_____ _____ _____

_____ _____ _____

SECTION II

Peer Institutions: (Select at least 10 institutions using the participant list on pages 71 through 76 of the survey report.)

_____ _____

_____ _____

_____ _____

_____ _____

_____ _____

_____ _____

Analysis will be completed and returned to the Individual Requesting Report. Please return this completed form along with a check (made payable to CUPA) to: CUPA, 1233 Twentieth Street N.W., Suite 503, Washington, DC 20036. Telephone: (202) 429-0311, Ext. 2. FAX (202) 429-0149

College and University Personnel Association
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